

FOREWORD

Introduction. This regulation--

- Provides the USAREUR training strategy and addresses military training in USAREUR.
- Prescribes training requirements and conditions that commanders of USAREUR commands (UR 10-5, app A) must meet to maintain forces that are trained, proficient in their mission-essential tasks (METLs), and ready to fight.
- Mandates specific training, but does not limit the commander's scope in implementing this training.
- Synchronizes training requirements from other USAREUR training publications and the training policy provided in USAREUR command policy letters.
- Provides a training strategy based on making the most use of available training resources in USAREUR.
- Provides a policy framework that standardizes the USAREUR training environment.
- Outlines USAREUR-level training support available to USAREUR commands.
- Does not address topics normally provided in the USAREUR Command Training Philosophy.

Sequence. This regulation first establishes the training conditions in USAREUR. It then provides a training strategy based on making the most of limited training resources. It next establishes training standards and requirements and provides a policy framework to standardize USAREUR training. The regulation also outlines available USAREUR-level training support. The major points are as follows:

- **Training Conditions.** USAREUR must maintain trained and ready forces that are prepared to respond to any contingency operation. This response includes using available resources to plan, execute, and assess realistic, challenging training, while working within the limits imposed by the Status of Forces Agreement. This regulation prescribes the training conditions that USAREUR units must meet to properly train to fight and win.
- **Training Strategy.** The regulation provides an overall USAREUR training strategy to train individual soldiers, leaders, and units effectively. The USAREUR training strategy emphasizes training high-intensity-conflict tasks to maintain a level of readiness that will enable units to conduct warfighting missions with minimal preparation.
- **Standards and Requirements.** The regulation requires commanders to publish METL-based training strategies and training requirements.
- **USAREUR Training Framework.** The regulation establishes a framework of policy to standardize training management in USAREUR. This includes providing policy on weekend and holiday training, Soldier Time and Sergeants Time Training, and time-management systems. Also included is the mandated use of the Standard Army Training System (SATS) and the Army Company Information System (ARCIS).
- **USAREUR Training Support.** The regulation provides information on training support available in USAREUR in addition to home-station-training support and major training areas. This support includes training aids, devices, simulators, and simulations (TADSS); ammunition; contingency training; and contracted training.

NOTE: The updated AR 350-1 will supersede AR 350-1, AR 350-35, AR 350-41, and AR 351-1. When UR 350-1 references AR 350-1, commanders will continue to use the four regulations that AR 350-1 will supersede until the updated AR 350-1 is published.

***USAREUR Regulation 350-1**

Training

Training in USAREUR

17 November 2000

***This regulation supersedes USAREUR Regulation 350-1, 24 October 2000.**

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Summary. This regulation--

- Provides USAREUR training policy.
- Will be used with AR 350-1 when the revised edition of that regulation is published.

Summary of Change. This revision adds to the list of topics that commanders must address during semiannual training briefings.

Applicability. This regulation applies to commanders of USAREUR commands (UR 10-5, app A) and DA civilians involved with training in USAREUR.

Supplementation. Commanders will not supplement this regulation without CG, USAREUR/7A (AEAGC-TD-DOT), approval.

Forms. USAREUR and higher-level forms (printed and electronic) are available through the USAREUR Publications System.

Suggested Improvements. The proponent of this regulation is the Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A (AEAGC-TD-DOT, 475-8134/6730). Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) through the Commander, USAREUR/7A, ATTN: AEAGC-TLO, Unit 29351, APO AE 09014, to the Commander, Seventh Army Training Command, ATTN: AEAGC-TD-DOT, Unit 28130, APO AE 09114.

Distribution. This regulation is available only in electronic format.

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CHAPTER 1 INTRODUCTION

1-1. PURPOSE

This regulation--

- a. Prescribes the strategy, requirements, standards, and conditions for training in USAREUR that will enable commanders to maintain forces that are trained and ready for Joint Strategic Capabilities Plan tasks.
- b. Prescribes specific policy beyond that specified in DA publications.
- c. Focuses other USAREUR training requirements and publications.

NOTE: Commanders of units that cannot adhere to the requirements in this regulation because of their mission or configuration will present these issues and request exceptions during quarterly or semiannual training briefings.

1-2. REFERENCES

Appendix A lists references.

1-3. EXPLANATION OF ABBREVIATIONS AND TERMS

- a. Abbreviations.** The electronic glossary defines abbreviations.
- b. Terms.** The glossary in this regulation defines terms.

1-4. SCOPE

a. An enduring USAREUR priority is to maintain trained and ready forces. Training ensures unit and soldier readiness. Training also prepares our forces to shape the international environment and promote regional stability through engagement activities and stability operations. Innovative and realistic training with Allies enhances multinational-force compatibility and prepares our forces for an uncertain future.

b. USAREUR units must be trained and prepared to execute the U.S. strategy in joint and combined operations. USAREUR soldiers must be ready to respond on three continents to crises that range from humanitarian-assistance and peace operations to stopping aggression.

- c. Training in USAREUR must be designed to prepare a force that--

(1) Is a strategic projection force ready to rapidly and effectively deploy and sustain military power anywhere in the world, adapt quickly to the environment in which it will operate, and perform the full spectrum of operations. This concept is based on three elements: a phased concept of operations, force packages, and strategic platforms.

(2) Is an expert in joint and multinational operations as a leader, trainer, force provider, and enabler. This force will--

- (a) Represent the U.S. commitment to NATO and European security.

(b) Play a key role in forming and strengthening alliances and coalitions to promote multinational force compatibility and regional stability.

(3) Takes care of its soldiers, civilians, and families through a commitment to training, readiness, support, and community preparedness. The well-being of our people is essential to successfully conducting all activities. The five pillars of community support and services, health care, housing, force protection, and training and education provide peace of mind to our soldiers, civilians, and families while USAREUR prepares for and executes difficult missions.

(4) Has a regional perspective and serves as the role model for the militaries of emerging democracies. This force must be--

(a) Able to foster cooperation in areas that have a high potential for crises or conflicts.

(b) Ready to respond to the unique threats and operational environments of the Eurasian-African theater.

(5) Is an agent of change for the Army. This force must fulfill our responsibility by reinvesting the unique experiences of this theater -- engagement, multinational operations, and a wide range of contingencies -- to help the Army prepare for the future.

1-5. TRAINING MISSION

a. USAREUR trains its forces to deploy, fight, and win in the full spectrum of operations, and to meet the operational requirements of stability-and-support operations. The training goal is to have forces proficient in their mission-essential task list (METL) tasks and prepared to meet any mission. Commanders must ensure that all deployed forces receive sustainment and reintegration training so that they remain prepared to carry out their missions.

b. USAREUR provides training resources, including time; land; ammunition; training aids, devices, simulators, and simulations (TADSS); and funding. USAREUR also provides broad theater-training strategies and standards with which to apply these resources.

1-6. RESPONSIBILITIES

a. CG, USAREUR/7A. The CG, USAREUR/7A--

(1) Establishes the standards, themes, and key-proficiency and certification gates for training in USAREUR.

(2) Is the approval authority for the METLs of USAREUR commands (UR 10-5, app A).

b. Seventh Army Training Command (7ATC).

(1) The Commanding General, 7ATC--

(a) Serves as the Assistant Deputy Chief of Staff, Operations-Training (ADCSOPS-T), USAREUR. The ADCSOPS-T is the USAREUR staff proponent for training.

(b) Has primary responsibility for supporting training and providing training services in USAREUR.

(c) Coordinates, directs, supervises, and supports individual, staff, and collective training policy for all USAREUR-assigned units.

(d) Provides command and control for the Combat Maneuver Training Center (CMTC), the Seventh Army Noncommissioned Officer Academy (NCOA), the Grafenwöhr Training Area (GTA), and the Hohenfels Training Area (HTA).

(e) Coordinates training functions in USAREUR.

(f) Coordinates USAREUR development and standardization of training policy, publications, systems, devices,

and training support center (TSC) management.

(g) Recommends to the Deputy Chief of Staff, Operations (DCSOPS), USAREUR, the priorities for allocating, distributing, and constructing resources and facilities to support the total training effort.

(h) Reviews DA other major Army command training publications.

(i) Is the USAREUR staff proponent for the Opposing Force Program.

(j) Plans and develops policy, procedures, and supporting documents governing USAREUR participation in the Chairman, Joint Chiefs of Staff, Exercise and Training Program.

(k) Is the USAREUR staff proponent for the Army Training Requirements and Resources System (ATRRS).

(2) The Director of Simulations, 7ATC, is--

(a) The principal staff officer for simulation training in USAREUR.

(b) Serves as the Commander, Warrior Preparation Center, on an alternate-year basis (alternating with an Air Force colonel).

c. Office of the Deputy Chief of Staff, Personnel (ODCSPER), HQ USAREUR/7A.

(1) The Deputy Chief of Staff, Personnel, USAREUR--

(a) Develops USAREUR programs for leadership concepts (for example, officer professional development (OPD), noncommissioned officer development program (NCODP), equal opportunity, safety, officer and noncommissioned officer (NCO) personnel management policy).

(b) Is the USAREUR staff proponent for central processing facilities (CPFs) and inprocessing training centers (ITCs).

(2) The Director, Army Continuing Education System (ACES), ODCSPER--

(a) Manages ACES in USAREUR.

(b) Integrates ACES and Army Civilian Training, Education, and Development System (ACTEDS) programs into the military training schedule to ensure that programs are available for military and DA civilian career development.

(c) Oversees contractor delivery of host-nation language and customs instruction for newly assigned soldiers and civilians.

(d) Provides access to functional, academic-skill instruction for enlisted soldiers and NCOs.

(e) Provides programs to enhance NCO leadership abilities.

d. Office of the Deputy Chief of Staff, Intelligence, HQ USAREUR/7A. The Deputy Chief of Staff, Intelligence, USAREUR, monitors overall training programs of intelligence units and serves as the USAREUR staff proponent for--

(1) Policy and guidance on foreign-language training.

(2) The Tactical Intelligence Readiness Training (REDTRAIN) Program.

e. Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A.

(1) The DCSOPS, USAREUR, has general staff responsibility for planning, directing, and supervising the training of--

(a) USAREUR units.

(b) Reserve Component (RC) units based in the continental United States that are conducting overseas deployment training (ODT).

(2) The Chief, Resource Management Office, ODCSOPS, coordinates and manages funds for training in USAREUR.

(3) The Chief, Plans Division, ODCSOPS, develops the USAREUR METL and supporting tasks.

(4) The Chief, Exercise Division, ODCSOPS, staffs exercise requirements from available units (including RC).

(5) The Chief, Force Management Division, ODCSOPS, coordinates and monitors the Army Modernization Training Program in USAREUR.

(6) The Chief, International Operations Division (IOD), ODCSOPS--

(a) Is the USAREUR staff proponent for international policy, guidance, and activities.

(b) Develops policy guidance for international and engagement activities.

(c) Coordinates and monitors international training and training-related events with the armed forces of Allies and other countries under the Partnership for Peace (PfP) Program, the Joint Contact Team Program (JCTP), and military-to-military programs.

(d) Is the USAREUR staff proponent for Theater-Engagement Training Time (TETT).

(e) Coordinates and monitors treaty-compliance training.

(7) The Chief, Aviation Branch, Operations Division, ODCSOPS, is the USAREUR executive agent for aviation training. The Commanding General, 7ATC, is the proponent for policy and guidance on aviation training.

(8) The Senior Army National Guard (ARNG) Adviser, USAREUR--

(a) Is the USAREUR staff proponent responsible for the coordination and oversight of ARNG training programs.

(b) Manages the USAREUR ODT Program for the ARNG.

(9) The Senior United States Army Reserve (USAR) Adviser, USAREUR--

(a) Is the USAREUR staff proponent responsible for the coordination and oversight of USAR training programs.

(b) Manages the USAREUR ODT Program for the USAR.

f. Office of the Deputy Chief of Staff, Logistics (ODCSLOG), HQ USAREUR/7A. The Deputy Chief of Staff, Logistics, USAREUR, monitors the training of logistics units.

g. Office of the Deputy Chief of Staff, Engineer, HQ USAREUR/7A. The Deputy Chief of Staff, Engineer, USAREUR, monitors the training of engineer units.

h. Office of the Deputy Chief of Staff, Information Management (ODCSIM), HQ USAREUR/7A. The Deputy Chief of Staff, Information Management, USAREUR, monitors the training of signal units, dataprocessing units, and computer technicians.

g. Office of the Chaplain, HQ USAREUR/7A. The Chaplain, USAREUR, monitors the training of unit ministry teams.

i. Office of the Command Surgeon, HQ USAREUR/7A. The Command Surgeon, USAREUR, monitors the training of medical units.

j. Office of the Provost Marshal, HQ USAREUR/7A. The Provost Marshal, USAREUR, monitors the training of military police units for garrison activities.

k. USAREUR Commands. Commanders of USAREUR commands (UR 10-5, app A), except for area support groups (ASGs) (1 below), will--

(1) Develop unit METLs that support the USAREUR METL. Unit METLs will be “crosswalked” (linked) to the USAREUR METL and given to the CG, USAREUR/7A, for approval. Commanders will--

(a) Publish separate METL conditions and standards for their command and staff.

(b) Approve the METL of wartime-aligned subordinate units and select battle tasks.

(2) Publish METL-based training strategies and training requirements for their subordinate units. Platoon through battalion annual training plans will be based on the Combined Arms Training Strategy (CATS) developed by the United States Army Training and Doctrine Command (TRADOC).

(3) Provide METL assessments twice a year to the CG, USAREUR/7A, through the Commanding General, 7ATC.

(4) According to Field Manual (FM) 25-100, publish or update each year, as necessary, command training guidance and the major events calendar for subordinate units. The command training guidance will include the command mission, goals, training philosophy, and training strategy.

(5) Publish timely and detailed information on training events so that subordinate units can “lock in” their training plans.

(6) Plan and conduct training based one unit level down and evaluate proficiency two unit levels down.

(7) Select training objectives for planned training based on an assessment of unit-METL proficiency.

(8) Protect training time and reduce training distracters.

(9) Evaluate training effectiveness.

(10) Brief the CG, USAREUR/7A, on training status, strategy, and programs twice a year according to this regulation.

(11) Allocate resources to implement training plans, create challenging conditions for training, and protect subordinate units from nonprogrammed taskings and other training distracters.

(12) Ensure the following training-management tools are understood and used at appropriate levels:

(a) DA Pamphlet 350-38.

(b) FM 25-100 and FM 25-101.

(c) Mission training plans (MTPs), drills, military-qualification-standard manuals, soldier manuals for common tasks, and tasks specific to each military occupational specialty (MOS).

- (d) RC ODT.
- (e) Unit training strategies of the CATS.
- (f) The Standard Army Training System (SATS).
- (g) The Training Ammunition Management System (TAMS).
- (h) The Training Ammunition Management Information System (TAMIS).

NOTE: The Commanding General, United States Army Southern Europe Task Force (USASETAF), is the POC for airborne-training issues and initiatives in USAREUR. Direct liaison is authorized between USASETAF and the Commander, Company E, 51st Infantry Long-Range Surveillance Reconnaissance Company (Airborne), V Corps; the Commander, 5th Quartermaster Detachment (Airborne), 21st Theater Support Command (21st TSC); and other USAREUR units and personnel temporarily or permanently on airborne status to accomplish this mission. The Commanding General, USASETAF, will inform USAREUR commanders of actions taken with their units relating to airborne training and operations.

I. Area Support Groups Commanders. ASG commanders will--

- (1) Manage training and training plans based on installation models in FM 25-100, chapter 3.
- (2) Ensure that subordinate base support battalion (BSB) commanders publish a long-range calendar. This calendar will be for at least 1 year and will be published at least 5 months before the start of the fiscal year.
- (3) Develop METL-based training plans. Training plans should be flexible enough to quickly adapt to unexpected operational requirements. Emphasis will be placed on force-protection training requirements in coordination with senior tactical commanders (STCs) and tenant units.
- (4) Provide home-station training (HST) support that is responsive to STCs and tenant units at each installation, according to UR 350-220. HST support will include training-needs assessments.
- (5) Operate CPFs and ITCs according to UR 612-1.

CHAPTER 2

TRAINING ENVIRONMENT

2-1. FUNDING

All resources, including funding for training, are limited, even with a budget that provides “full funding.” Commanders must use these limited resources carefully and train efficiently to ensure soldiers are prepared to fight and win. Commanders need to prioritize training tasks based on their assessment of the unit METL.

a. The goal in USAREUR is to execute tough, realistic field exercises as the primary means of training. However, limited resources prohibit continued reliance on field exercises as the only means of training. To overcome the effect of limited resources, commanders will incorporate TADSS into every training plan.

b. Multiechelon training, such as fire-coordination exercises (FCXs) and combined arms live-fire exercises (CALFEXs), are excellent examples of an efficient blend of live, virtual, and constructive training.

2-2. TRAINING DOMAINS

The USAREUR training environment requires an effective combination of live-, virtual-, and constructive-training domains to ensure units gain maximum benefits from training. These domains are defined as follows:

a. The Live Domain. With this domain, soldiers are deployed to the field and train with their actual equipment while exposed to the full effects of weather, terrain, and limited visibility. This domain includes the use of training aids and devices, such as the Multiple Integrated Laser Engagement System (MILES), the Precision Gunnery System (PGS), and the Tank Weapons Gunnery Simulation System (TWGSS), to enhance live training.

b. The Virtual Domain (Simulators). With this domain, individual soldiers, crews, and units train on systems that

replicate all or part of their actual combat systems. Examples are flight simulators, unit conduct-of-fire trainers (UCOFTs), simulation networks (SIMNETs), close combat tactical trainers (CCTTs), platoon gunnery trainers (PGTs), engagement skills trainers (ESTs), and the Patriot Conduct-of-Fire Trainer (PCOFT).

c. The Constructive Domain (Simulations). With this domain, units and staffs train using maps, role players, and computers. Examples are corps battle simulation (CBS), tactical simulation (TACSIM), brigade/battalion battle simulation (BBS), joint conflict and tactical simulation (JCATS), and the Joint Deployment and Logistics Model (JDLM). Simulation systems are effective tools for conducting mission planning and rehearsals. A commander can use a simulation system linked to real-world command, control, communications, computers, and intelligence (C4I) systems to plan, conduct wargame contingency operations, and rehearse the interaction of a newly formed joint task force (JTF) headquarters. To make the best use of simulation systems, commanders must be aware of the capabilities and limitations of simulations and fully analyze simulation-supported assessments of contingency-plan executions.

2-3. TRAINING AREAS

a. Local Training Areas (LTAs). LTAs are areas near U.S. installations that provide resources for training individual soldiers, crews, squads, and sections. Training conducted at LTAs is subject to the NATO Status of Forces Agreement (SOFA) and supplementary agreements.

(1) Of the four maneuver-brigade LTAs, only one provides mounted-maneuver space for conducting live platoon-maneuver training.

(2) USASETAF has access to several LTAs that are able to support platoon-maneuver training and some squad live-fire training.

(3) UR 350-220 provides detailed policy on LTAs and prescribes staff and command responsibilities for using LTAs in Europe.

b. Major Training Areas (MTAs).

(1) The two U.S.-controlled MTAs in USAREUR are the GTA and the HTA.

(2) Allied-controlled training areas include the Baumholder Training Area (BTA), Wildflecken Training Area (WTA), and the training area in Hammelberg, Germany.

(3) USASETAF has access to six MTAs in Italy: three medium to large maneuver, one range/squad maneuver, one sniper range, and one moving-target simulator. The Italian Defense General Staff has designated these sites as MTAs. These MTAs allow for maneuver live-fire training from squad to company combined-arms level.

(4) UR 350-10 provides detailed policy on MTAs, including information on planning, coordinating, and scheduling training at MTAs. GTA standing operating procedures (SOPs) 1 through 10 at <http://www.opns.grafenwoehr.army.mil/home.htm> provide more information on GTA requirements and policy. UR 350-50 provides information on CMTC requirements and policy, and forms the baseline document for planning and resourcing unit densities.

(5) The GTA is the only authorized site for record-qualification gunnery of Bradley and tank units in USAREUR.

c. Maneuver Coordination Areas (MCAs). The Supplementary Agreement to the NATO SOFA, Article 45, as amended by Article 22, gives U.S. Forces the right to conduct maneuvers and exercises on non-U.S.-controlled land in Germany. UR 350-22 provides information on MCAs. Units must--

(1) Know maneuver categories and the necessary premaneuver coordination, submission lead times, and processing guidelines relating to MCAs.

(2) Be familiar with AE Form 350-22A (Maneuver Environmental Damage Incident Report) and AE Form 350-22E-R (Maneuver Environmental Damage Incident Report) when planning MCA use.

d. Other Training Areas. USAREUR units may train outside U.S. or host-nation-controlled training areas. Use of these

training areas for NATO-sponsored exercises will be coordinated by the NATO headquarters conducting the exercise.

(1) The Exercises Division, ODCSOPS, will coordinate the use of foreign training areas for bilateral exercises.

(2) The IOD, ODCSOPS, will coordinate the use of foreign training areas for PfP exercises and exercises in the spirit of PfP.

(3) Requests to use foreign training areas for events other than exercises will be coordinated with the appropriate U.S. embassy through the IOD.

2-4. SOFA AND HOST-NATION RESTRICTIONS

HST and training at LTAs are the first steps for units to achieve METL proficiency. However, USAREUR units train in a unique environment affected by the SOFA. Supplemental, bilateral, and administrative agreements derived from the SOFA impose restrictions that limit the training that units may conduct. Advance planning and coordination for theater resources and host-nation permission are the keys to successful training in a constrained training environment.

a. Primary training restrictions in USAREUR relate to LTAs, MCAs, and firing hours. Restrictions and specific information on firing hours are in UR 350-10, UR 350-50, UR 350-220, MTA SOPs, and local range SOPs.

b. LTA training restrictions are imposed specifically through real-property obligation documents (RPODs) and host-nation laws. These restrictions are not all-inclusive and may change.

c. German laws restrict noise, pollution, and digging, and require permits and licenses for certain training activities. The German Federal Ministry of Defense (FMOD) requires 7 workdays to approve waivers to restrictions placed on USAREUR units. Deployment-related waivers may be approved in less time.

d. UR 350-220 and local range rules and SOPs provide guidance on LTA use and restrictions. While innovative and realistic training may be created at LTAs, USAREUR must work with the host country to ensure units can create the training conditions as they have been planned.

2-5. INTERNATIONAL TRAINING REQUIREMENTS

USAREUR will continue its role as the Army's expert in multinational operations to meet the imperative stated in the USAREUR Vision and in the USAREUR Strategy XXI: "Be an expert in multinational operations."

a. Interoperability and exchange training is designed to advance the national objective of shaping the international environment. This training can be met by promoting USAREUR integration with NATO Allies and enhancing interoperability with potential coalition partners in the region and partner nations in the PfP Program. These activities increase the combined combat power of U.S. and Allied forces and provide for the most effective use of Army resources.

b. To ensure that multinational preparedness is maintained at a high level, USAREUR must continue its support of the USEUCOM theater-engagement strategy through TETT. The United States Commander in Chief, Europe (USCINCEUR), theater-engagement strategy supports the U.S. national-security strategy and national-military strategy.

c. USAREUR participation in theater-engagement activities is critical to the success of the overall training strategy. TETT activities include--

(1) Conducting interoperability and exchange training, including training with NATO Allies and non-NATO nations.

(2) Training to develop expertise in multinational operations supported by engagement activities, such as Project Partnership.

(3) Individual and unit exchange programs.

(4) The JCTP.

(5) Security-assistance training.

(6) Participation in multinational exercises.

(7) Treaty and arms-control training.

d. Appendix B provides detailed information on international training activities and programs.

CHAPTER 3

TRAINING PRINCIPLES

3-1. WARFIGHTER READINESS

The highest priority in USAREUR is to maintain combat-ready units that are prepared to fight and win. Well-planned, battle-focused, multiechelon training ensures that our soldiers remain prepared for the rigors of combat.

a. Leaders are responsible for training. Our single, most important peacetime responsibility is developing leaders who will command formations in the next conflict. These officer, warrant officer, and NCO leaders are responsible for ensuring that soldiers are trained for any contingency.

b. Training must be realistic, challenging, and managed for risk. Forcing leaders to make decisions in unclear situations builds readiness and leads to battlefield success. Allowing leaders and soldiers to take the initiative provides professional development that complements schools and training programs.

c. Soldiers and leaders who are physically and mentally tough are critical to mission accomplishment. Unit METLs guide and focus training efforts to prepare units for changing global and strategic requirements. Units must--

(1) Train according to METLs.

(2) Create dynamic and unclear conditions that make decision-making challenging for leaders.

(3) Train tasks to standard and not to time constraints.

(4) Create conditions for soldiers to succeed.

3-2. TRAINING THE BASICS

If a task is not METL-based, leaders will not include it in their training. For soldiers to remain combat-ready, commanders must emphasize basic warfighting skills essential to battlefield success. These basics should include soldier skills, crew skills, and collective skills at the platoon and company level.

a. Precombat checks, rehearsals, small-unit drills, aggressive and continuous reconnaissance and counterreconnaissance, indirect-fire prioritization, engagement-area development, actions on the objective, and resupply operations are all vital to combat readiness. Whether with a rifle, machinegun, tank, Bradley fighting vehicle, or howitzer, hitting what you aim at -- a defining factor of lethality -- is a basic skill in the profession of arms.

b. Units will--

(1) Work to maintain a 90-percent qualification level at all times.

(2) Require individual-skill proficiency before progressing to collective-training strategies.

(3) Take advantage of field training to sharpen soldier fieldcraft skills.

c. Soldiers--

(1) Will learn to use camouflage and terrain to their advantage.

(2) Will train to become confident in their ability to function in cold, wet, and dark environments.

(3) Should not go into "harm's way" untrained.

3-3. TRAINING REALISM

Training must be realistic. Leaders must learn to make decisions, even when information on the enemy is incomplete and the situation is unclear due to the “fog of war.” Agile thinking and action are essential to winning on the battlefield. Realistic, safe scenarios are the best tools leaders can use to develop these skills to prepare for the challenges of combat. To win in battle, leaders must master the process of dealing with rapid situational changes while exploiting enemy weaknesses.

3-4. FULL-SPECTRUM AND MULTINATIONAL PREPAREDNESS

USAREUR units must be prepared to conduct and support a wide variety of missions, both simultaneously and in rapid succession. Leaders are responsible for providing forces that are trained and ready to meet any contingency and to serve as part of joint, interagency, and multinational teams. Commanders are responsible for ensuring that units are prepared to conduct conventional offensive and defensive operations, stability-and-support operations, and contingency operations in joint and combined environments.

3-5. DEPLOYMENT READINESS

USAREUR units must be prepared to deploy anywhere in the USEUCOM area of responsibility and potentially anywhere in the world. Central Region installations and all deployment platforms will be used to deploy units by air, barge, rail, road, and sea. USAREUR units will incorporate deployment training into other training when practical.

a. Unit-deployment-readiness requirements differ for each type of unit. ASG and BSB commanders will support tactical-commander requirements to exercise the deployment-support system, conduct predeployment processing, and use ASG and BSB deployment- and redeployment-support modes (air, barge, rail, road, and sea).

b. Training in deployment procedures must be regular and challenging to ensure that units responsible for staging and managing deployments are trained and ready. This training must include using the deployment center at Rhein Ordnance Barracks and activating transportation-planning and movement-control cells.

c. UR 525-2 and this regulation, paragraph 7-5, provide detailed guidance on unit-deployment training. UR 525-2, when published, will establish the USAREUR Emergency Deployment Readiness Exercise (EDRE) Program for evaluating deployment readiness.

3-6. USAREUR EIGHT-STEP TRAINING MODEL

The eight-step training model is a simple, progressive approach to training that can be applied to all training events by all types of units. This model will be used to plan and execute training in USAREUR.

a. **Step 1: Plan the Training.** This step includes developing training objectives, identifying required resources, developing scenarios, locking in training schedules and resources, addressing risks, developing support plans, and laying the groundwork for high-quality training.

b. **Step 2: Teach and Certify Leaders.** This step includes teaching doctrine and tactics, techniques, and procedures (TTP) to leaders who will execute training, and certifying junior leaders on their ability to train subordinates on collective tasks.

c. **Step 3: Recon the Training Site.** This step includes making a site reconnaissance by conducting a terrain walk with leaders, and revising the site as necessary to ensure that training is done to standard.

d. **Step 4: Issue a Complete Operation Order for the Training.**

e. **Step 5: Rehearse.** This step includes rehearsing key trainers, role players, and certifying personnel.

f. **Step 6: Execute the Training.**

g. **Step 7: Conduct an After-Action Review (AAR).**

h. **Step 8: Retrain as Necessary Until the Standard is Met.**

3-7. CRAWL-WALK-RUN METHOD

Training now and in the future will be task-based and structured to incorporate the three training domains (live, virtual, and constructive) and the four target audiences: soldier, leader, staff, and unit. This training must allow competency to be gained

at lower levels before advancing to the next higher level. Commanders will ensure that training is structured to allow soldiers, leaders, staffs, and units to progress using the crawl-walk-run method.

a. The crawl-walk-run method often is accomplished by progressing through the training domains or through tougher conditions within domains. This structured training provides a seamless progression of task-based exercises.

b. For company-level units and below, training will begin with individual training, small-unit drills, and situational training exercises (STXs). Training will be conducted first in simulation (CCTT, EST, PGT, SIMNET, and UCFT), then on the ground at home station when practical. Simultaneously, company and higher-level units will use constructive simulation (BBS, CBS, and JCATS) to exercise commanders and staffs on orders drills, synchronization of battlefield-operating systems, and FCXs before live training.

3-8. EXTERNAL EVALUATION

The training evaluation is a key component of the training cycle that measures the ability of soldiers, leaders, and units to perform tasks according to Army standards. Evaluations provide an overview on whether or not tasks are conducted to standard under prescribed conditions.

a. External evaluations (EXEVALs) are an integral part of training assessments. Commanders should plan and structure EXEVALs to ensure that all the operating systems are stressed and evaluated in the most realistic environment possible.

b. Commanders must ensure that evaluations are conducted by dedicated evaluators or observer/controllers (O/Cs) and measured against doctrinal standards (FM 25-101, chap 5). Chapter 7 lists specific requirements for EXEVALs in USAREUR, including frequencies and controlling headquarters.

3-9. AFTER-ACTION REVIEWS

The AAR is an invaluable commander's tool. Units have always conducted AARs in combat zones and may conduct them for peacetime training as well. Officers and NCOs of other like units, including O/Cs from the CMTC, can provide commanders and their soldiers training feedback through AARs that help units honestly evaluate their combat proficiency.

a. AARs enable learning, demand input from individual soldiers, and offer valuable feedback to honestly and accurately assess the unit's ability to execute specific tasks. Commanders must teach their leaders at all levels to conduct thoughtful, rigorous AARs in which all players openly participate. Leaders must coach subordinates to look beyond assessments and decide what they must do to correct deficiencies, and provide them with the professional insight to expand their skills.

b. FM 25-101, appendix G, provides a guide on how to plan, prepare, and conduct AARs.

3-10. RECOVERY

a. Maintaining combat equipment and soldier readiness is critical to our ability to react quickly to contingencies and other missions. USAREUR units must develop phased recovery plans that provide troops time to clean and maintain their equipment after they return from training.

b. When returning from extended deployments, commanders must develop a detailed plan to return their units to an acceptable level of materiel and personnel readiness. Commanders will ensure that--

(1) Recovery periods are included in unit-training calendars and schedules, as well as the USAREUR Master Plan, to protect this time.

(2) Block leaves are scheduled and enforced.

3-11. FORCE PROTECTION

Force protection is a USCINCEUR priority and a critical component of warfighter readiness. Risk management, which is critical to antiterrorism/force protection (AT/FP), allows commanders to assess and control risks associated with any mission, operation, or training.

a. The continuous need for AT/FP training is integral to USAREUR training principles. Commanders will fully integrate AT/FP training according to UR 525-13. The basic regulation, paragraph 5-4, provides AT/FP training requirements for USAREUR.

b. Risk management only works when it becomes an integral part of troop-leading procedures at all levels. Leaders at all levels must know how to integrate risk management into training planning, coordination, and development according to FM 100-14.

c. Ensuring the safety of soldiers, DA civilians, and their families is a must for all leaders. Safety is a command responsibility inherent in everything leaders do and is essential to force protection. Training accidents can cause suffering or loss of life, reduce mission performance, and lower the quality of life. To prevent training accidents, leaders must conduct risk assessments for all training, train personnel to operate according to appropriate standards, and demand that these standards are met. AR 385-10 and UR 385-14 provide detailed safety responsibilities.

3-12. NUCLEAR, BIOLOGICAL, AND CHEMICAL (NBC) INTEGRATION

Commanders will integrate NBC-defense training into every exercise when practical, and ensure soldiers (officer and enlisted) and deployable, mission-essential civilians are trained to survive, fight, and win in an NBC-contaminated environment. Units will ensure individuals maintain standards prescribed in mission training plans, drills, and soldier manuals according to AR 350-1. NBC training will be recorded in the Army Company Information System (ARCIS).

3-13. NIGHT TRAINING

The U.S. Army is the most technologically advanced in the world. Advancements made over the last 10 years have given USAREUR Forces dramatic advantages over many potential adversaries. The ability to locate, identify, attack, and destroy the enemy during the hours of darkness is one of the U.S. Army's most important capabilities.

a. Many potential adversaries do not have night capability, or they train poorly on the night capabilities they do have. USAREUR units must exploit this advantage by planning, providing resources for, and executing as much night training as possible. We must "own the night."

b. Day training should be considered the "crawl-walk" phases; night training is the "run" phase. Only through continued night training can commanders ensure that their forces are prepared to fight effectively at night. Night training is the standard.

3-14. RESERVE COMPONENT INTEGRATION

The USAREUR goal for RC integration is to produce RC units and individuals ready to mobilize, deploy, fight, and win in support of USAREUR requirements and missions. Proper and effective RC program management is required to achieve this goal and to support the high operating tempo (OPTEMPO) and personnel tempo in theater.

a. Capitalizing on the strengths and abilities of the RC reinforces Army training and readiness requirements, helps USAREUR meet training needs, and forges a sound relationship between training and actual operations. Commanders at all levels will consider using RC assets to supplement, augment, or replace key components during training.

b. During training, commanders of active component (AC) sponsoring units will determine if RC units and soldiers are able to meet the requirements for Sergeants Time Training, Soldier Time, and weekend and holiday training, according to chapter 9. When planning this training, commanders must be aware of RC timelines and ensure coordination is made early enough to provide lead-time for RC integration.

c. All RC METL tasks will be integrated across the spectrum of contingency operations, mission support, and mission sustainment. The Senior ARNG Adviser, USAREUR; the Senior USAR Adviser, USAREUR; and the Commanding General, 7th Army Reserve Command, are responsible for the coordination and oversight of all RC training programs, and can provide scheduling, funding, and integration information to AC forces.

d. Appendix C provides detailed information on RC training programs in USAREUR.

3-15. DISTANCE LEARNING

Distance-learning facilities use the Internet and interactive, multimedia technology to bring computer-based training and instruction from TRADOC schools into classrooms, offices, and quarters throughout USAREUR. USAREUR distance-learning facilities provide many TRADOC courses traditionally taught through resident instruction. Effective use of distance learning reduces the cost of sending soldiers to resident instruction and makes training available to more USAREUR soldiers.

a. Commanders in USAREUR must support distance learning by ensuring soldiers are given an opportunity to complete professional-development courses.

b. Some courses have a prerequisite distance-learning phase followed by a shortened resident-instruction phase. Other courses are taught entirely through distance learning. For courses normally requiring resident instruction, the chain of command will--

(1) Consider the distance-learning facility as the soldier's place of duty.

(2) Provide normal duty time for soldiers to complete critical distance-learning courses.

c. The Directorate of Training, Headquarters, 7ATC, is the proponent for distance learning in USAREUR.

CHAPTER 4 TRAINING STRATEGY

4-1. TRAINING STRATEGY OVERVIEW

a. The USAREUR training strategy emphasizes training high-intensity conflict (HIC) tasks to maintain a level of readiness that would allow units to conduct warfighting missions with minimal preparation.

(1) Once alerted of an HIC, commanders should follow the Brigade Training Model (para 7-5). Commanders who have enough advance notice will conduct mission-rehearsal exercises (MREs) to sharpen collective skills for combat or, when deploying for a contingency, to prepare units for new mission-essential tasks.

(2) Specialized training will emphasize ramping up forces to a proficient readiness level to successfully conduct joint and combined operations. This training strategy seeks to make the most of available resources and partnership relations with other countries according to established training standards.

(3) USAREUR will provide resources for this training, including LTAs, MTAs, simulators, simulations, and ammunition.

b. USAREUR forces will train--

(1) Specific individual and leader skills through institutional training at the Combined Arms Training Center (CATC), the Seventh Army NCOA, DA schools, and distance-learning facilities.

(2) Individual and platoon collective tasks at home station, LTAs, and MCAs using virtual and constructive means to complement live training.

(3) Unit collective tasks at the BTA, GTA, HTA, and MCAs.

(4) Through constructive simulations, leaders and staffs at all levels will execute command post exercises (CPXs) and programs such as the Brigade Leader Training Program (BLTP), the USAREUR Leader Training Program (ULTP), and the Battle Command Training Program (BCTP).

4-2. COMBINED ARMS TRAINING STRATEGY (CATS)

The CATS is the Army's overarching strategy for the current and future training. This task-based strategy is a training "menu" that provides the Army with standard guidance on the task frequency needed to achieve METL proficiency and to meet readiness requirements.

a. The CATS is designed to sustain trained, ready units and to avoid fluctuations in readiness. Commanders must compare their unit's training strategy with the unit METL, readiness level, OPTEMPO limits, and other available training resources (including time) to determine the best way to manage training for their units. Commanders in USAREUR will ensure that platoon through battalion training requirements are based on the CATS.

b. Paragraph 7-2 and appendix D provide more guidance on the CATS.

4-3. HOME-STATION TRAINING STRATEGY

The USAREUR HST goal is to make the best use of home-station resources. The HST strategy is to develop and sustain individual competencies, such as common-task proficiency, MOS-specific skills, leader skills, and marksmanship. The HST strategy concentrates on training collective tasks up to platoon level, including preliminary gunnery training, and battlestaff tasks to the level organized in support of the unit METL.

a. Units will concentrate on using simulators from individual through company level, and simulations from company level up, especially before units arrive at MTAs. Units will use simulators to sharpen basic gunnery skills (for example, using UCOFT and flight simulators) and maneuver skills up to company level (for example, using CCTT and SIMNET). (Battalion-level training opportunities are also available through simulation.) Only after units have become proficient in these tasks should they enter higher-level collective events at MTAs where they will conduct force-on-force and unit live-fire training.

b. Combat support (CS) and combat service support (CSS) units should concentrate on individual and crew or squad training; conduct limited collective training, such as site setup and orders drills; and use constructive simulation to drive realistic planning requirements.

c. HST will include force-protection and NBC training as outlined in paragraphs 3-11 and 3-12 regardless of the training environment.

d. UR 350-220 provides detailed information on HST support.

4-4. MAJOR TRAINING AREA STRATEGY

MTAs are key to successful training in USAREUR. Chapter 7 and appendix E provide certification requirements for units at MTAs to ensure units use resources effectively.

a. Training at the GTA and the HTA CMTC will concentrate on squad or crew through battalion or task force (TF) levels, with training opportunities available at brigade or brigade combat team (BCT) commander and staff levels. Including "slice" elements from division and corps separate battalions and brigades is encouraged.

b. A CMTC rotation is the capstone-training event for USAREUR maneuver battalions. Maneuver TFs will conduct annual CMTC rotations and semiannual, qualification gunnery rotations at the GTA.

c. MTAs available for training are as follows:

(1) GTA.

(a) The primary purpose of the GTA is to provide commanders a site to conduct weapons live-fire training for individuals and small units according to Army and USAREUR regulations and guidelines. The GTA is the only authorized site in USAREUR for record qualification of Abrams and Bradley-equipped crews and platoons in USAREUR.

(b) The focus at the GTA is the BCT. GTA densities will be planned and executed by each BCT. These densities will play a critical role in strengthening relationships between maneuver brigades and their slice elements. The BCT commander is ultimately responsible for the training.

(c) Because of limited, large-scale maneuver space and unit dispersion in USAREUR, the GTA provides one of the few opportunities for the entire BCT to work together as a team before a CMTC rotation or an operational requirement. USAREUR units must take advantage of every opportunity to build cohesion and teamwork in fighting BCTs.

(d) Commanders will take advantage of the GTA's potential for section-, platoon-, and company-level maneuver training. The ability to train to standard in the live domain at home station is one of the biggest challenges in USAREUR. It is critical that the commanders plan, schedule, and conduct platoon and limited, company-level maneuver training when

deployed to the GTA. In some cases, this may be the only opportunity to conduct training at company level to standard in the live domain before entering a CMTC rotation.

(e) Enroute to the CMTC, USAREUR units should leave the GTA with combat-capable platoons and staffs prepared to operate 24 hours a day.

(2) HTA. The primary purpose of the HTA is to provide maneuver area for TF commanders to train the synchronization of the combined-arms team. To provide a realistic, challenging training experience, the CMTC combines the five Combat Training Center pillars: professional operations group, world-class operation force (OPFOR), robust training facilities, the training unit, and mission support.

(a) The HTA CMTC is the finest training resource in USAREUR. A successful rotation through the CMTC means that a unit departs well-trained in its warfighting tasks and that the commander and soldiers have confidence in the unit equipment, SOPs, leadership, and readiness to fight. CMTC rotations sharpen skills and enhance leader development at higher collective levels through competitive, force-on-force, METL-specific, high-intensity operations.

(b) The CMTC provides the only opportunity in USAREUR to conduct live maneuvers at TF and squadron levels. The CMTC also provides opportunities to synchronize BCT-level operations.

(c) Battalion commanders should arrive at the CMTC with platoons assessed as trained (“T” rating) in all METL tasks. Companies should arrive assessed as needing practice (“P” rating) and use scheduled STX lanes to achieve a T rating on METL tasks. Brigade and TF battlestaffs should arrive assessed with at least a P rating.

(d) Combining capable platoons and companies with staffs that have 24-hour-capability allows battalions to forge themselves into capable fighting units during their EXEVAL.

(3) Allied/NATO Training Areas. The BTA, WTA, and the training area in Hammelberg may be used to supplement training. However, these training areas are not adequate to meet tank-crew, Bradley-crew, or unit-record gunnery requirements.

CHAPTER 5

INDIVIDUAL TRAINING

USAREUR commanders will ensure that soldiers complete all mandatory, individual-training requirements according to DA regulations. AR 350-1, table G-1, provides specific individual-training requirements. The basic regulation, appendix E, tables E-1 and E-2, list consolidated, mandatory training and certification for USAREUR units. This chapter identifies USAREUR individual-training requirements and policy.

5-1. COMMON TASK TEST (CTT) TRAINING

AR 350-1 directs CTT training requirements. Soldier Training Publications 21-1-SMCT and 21-24-SMCT prescribe common soldier tasks. The CTT administration manual published annually by TRADOC provides detailed guidance on CTT training. USAREUR units will record CTT results in the ARCIS.

5-2. INDIVIDUAL WEAPONS QUALIFICATION

Basic weapons proficiency is an important confidence builder. Soldiers will gain confidence from effective marksmanship instruction and qualification. Commanders and NCOs must take a personal interest in the marksmanship and weapons safety procedures of their soldiers.

a. Individuals and crews must meet the requirements and frequencies specified in DA Pamphlet 350-38.

(1) CS and CSS units that do not have access to standard record-fire courses may use a 300-meter, known-distance range for M16A1 and M16A2 qualification. If a 300 known-distance range is not available, the commander must determine if a 25-meter, alternate-course range is enough for qualification.

(2) If a combat-pistol-qualification course is not available, 25-meter, alternate-course ranges may be used for qualification.

b. Weapons qualification will be recorded in the ARCIS and individual qualification scorecards will be kept in unit records.

5-3. MINE TRAINING

The only type of antipersonnel mine-emplacement training authorized involves the Claymore Mine in the command-detonated mode, or self-destruct, antipersonnel mines that are part of the family of scatterable mines (FASCAM). FM 20-32 addresses requirements for antitank and antipersonnel mine training.

5-4. ANTITERRORISM/FORCE PROTECTION TRAINING

USAREUR commanders will implement and document individual AT/FP training programs according to UR 525-13. This training is intended to raise overall AT/FP awareness throughout the Army.

a. When developing their METL, units must accurately identify all AT/FP tasks needed to accomplish their mission. Tenant units will support the ASG, BSB, and area support team (AST) AT/FP METLs and conduct required training as coordinated by the general officer STC. USAREUR organizations will ensure that subordinate activities are allocated time and resources to train for and fully participate in ASG, BSB, and AST AT/FP training programs.

b. UR 525-13 outlines specific requirements for--

(1) Level I AT/FP individual training.

(2) Mission-essential civilian training.

(3) Medical-personnel training.

(4) Security-engineering training.

(5) High-risk personnel training. High-risk personnel will attend specialized training according to UR 525-13 before assuming duties. Personnel assigned duties in protective services or as drivers of general officers will be trained according to UR 525-13.

(6) AT/FP augmentation-guard training.

(7) First-responder training.

(8) AT/FP unit-deployment training.

c. AT/FP training is required for all RC soldiers training in USAREUR. This training consists of level-I requirements for a medium- to high-threat area. Agencies that receive RC soldiers for training missions must be prepared to train soldiers who are not AT/FP-trained.

d. ASG and BSB commanders will conduct AT/FP exercises at least twice a year according to UR 525-13. The purpose of the exercise program is to validate the AT/FP plan, identify weaknesses, and prepare corrective actions.

5-5. NONLETHAL WEAPONS TRAINING

a. Nonlethal weapon (NLW) capabilities are not part of the combat-operations doctrine. Nonlethal (NL) assets and procedures are developed based on unique mission factors. For this reason, NLW training will not be part of the average training program for USAREUR soldiers.

b. If a unit is identified to deploy to conduct a mission where NLW capability is or may be required, soldiers will be trained to meet mission requirements.

c. V Corps, 21st TSC, USASSETAF, and the 18th Military Police Brigade each will maintain at least two teams capable of conducting NLW training.

(1) NLW training teams will include at least two personnel who meet prerequisites in FM 90-40. Team personnel must have 1-year retainability in command and be instructor-certified and trained on the weapons systems used to employ NLW munitions. Commands should use military police soldiers familiar with crowd-control procedures, which is an integral part of NLW employment.

(2) Trainers will be trained and certified in air, land, sea application center (ALSAC)-approved, train-the-trainer courses defined in FM 90-40. Certified trainers will be capable of instructing any or all modules to command-selected individuals based on mission requirements. Train-the-trainer modules include the following:

(a) **Force Continuum.** This module provides instruction on levels of resistance and appropriate levels of response.

(b) **Crowd Dynamics/Control.** This module provides instruction on developmental levels and anticipated actions by crowds.

(c) **Communications Skills.** This module provides instruction on managing aggressive behavior.

(d) **Oleoresin Capsicum Aerosol.** This module provides instruction on the proper use of pepper spray.

(e) **Open-Hand-Control Techniques.** This module provides instruction on defense tactics soldiers can use to protect themselves and restrain subjects.

(f) **Impact Weapons.** This module provides instruction on the use of weapons using NL munitions.

(g) **Introduction to Military Working Dogs.** This module provides instruction on how to use military working dogs as NL assets.

(h) **Rules of Engagement (ROE)/Law.** This module provides instruction on specific concerns involved in using NL TTP.

(i) **Barriers/Physical-Security Measures.** This module provides instruction on how to complement NL operations.

(j) **Tactics.** This module provides instruction on TTP for crowd control according to FM 19-15.

d. More information on NL operations is provided by Joint Publication 3-07.3, FM 90-40, TRADOC Pamphlet 525-73, and training-support package (TSP) 191-C-004 (available at <http://opd.7atc.army.mil/opd/ops/irt/irtmain.htm>).

e. The JCATS provides an NL capability that allows platoon- to battalion-level TTP development for commanding and managing forces using NL systems.

5-6. ANTIFRATRICIDE TRAINING

Commanders and leaders must aggressively train to prevent fratricide and protect their soldiers. Training throughout USAREUR must include an awareness of fratricide and how to prevent it.

a. Commanders will ensure that antifratricide and crew-survivability training are integrated into all training exercises, including simulation exercises. Because of the limited antifratricide hardware, trainers should emphasize preventive efforts by stressing friendly-vehicle identification, correct use of fire-coordination measures, and increasing situation awareness.

b. The CATC has developed an antifratricide training package for distribution to units. The Command Training Branch, CATC, is the POC for this training package (476-2892).

5-7. DRIVER TRAINING

Units will establish and conduct driver training according to US 1 to AR 600-55. This supplement provides minimum driver-training requirements for tactical and nontactical vehicle operators in USAREUR. Driver-training information will be recorded on DA Form 5983-E (Equipment Operator Qualification Record).

- a. UP 190-34 explains the privately owned vehicle testing required before personnel may operate vehicles.
 - b. For operators of combat and tactical vehicles, driver training will include night vision goggles (NVG) training (Training Circular (TC) 21-305-2).
 - c. Winter driver training and vehicle-check rides will be conducted annually according to AR 600-55 and the assigned vehicle technical manual (TM).
 - d. Commanders will ensure rollover drills, seatbelt use, and preventive maintenance checks and services (PMCS) to standard are integrated into driver training.
 - e. Company commanders are responsible for training their drivers to prepare them for host-nation weather and road conditions and to operate their equipment safely. Battalion commanders are responsible for ensuring Army driver-training and vehicle-dispatch standards are met across their units.
 - f. Commanders must ensure tire training is provided to individuals servicing single- or multipiece rims and wheels used on large vehicles according to AR 750-1 and the Occupational Safety and Health Administration (OSHA) Manual. In addition to the PMCS required by the vehicle TM, the operator must perform inspection and services according to TM 2610-200-14.
- (1) Commanders may request organizational-maintenance tire training from their supporting United States Army Tank Automotive Command (TACOM) logistics assistance representative as required. TACOM will provide onsite tire-maintenance training. Onsite training includes training on pneumatic-tire inspection and tire and road-wheel classification.
 - (2) Questions regarding onsite tire and road-wheel inspection and classification training should be directed to the Maintenance Division, ODCSLOG, at 370-6971.

5-8. HAZARDOUS-MATERIAL TRAINING

a. Driver Training.

(1) USAREUR drivers and assistant drivers of vehicles transporting hazardous material (HAZMAT) on public roads in central Europe as outlined in UR 55-4 must meet European drivers licensing and testing standards and have an *ADR* (European Agreement Concerning the Transportation of Hazardous Goods by Highway) certificate. (The *ADR* certificate is a multilanguage document that affirms that the driver has received HAZMAT driver training and certification.) To receive an *ADR* certificate, individuals must successfully complete training at an FMOD-approved training course.

(a) The 7ATC offers an FMOD-approved contracted training course at the CATC in Vilseck.

(b) Three USAREUR driver academies are authorized by the FMOD to issue the *ADR* certificate. These academies include--

- 1. The German-speaking 6966th Civilian Support Academy of the 37th Transportation Command, 21st TSC, in Kaiserslautern.
- 2. The 28th Transportation Battalion Academy, 21st TSC, at Coleman Barracks, Mannheim
- 3. The 181st Transportation Battalion Academy, 3d Corps Support Command, V Corps, at Turley Barracks, Mannheim.

(2) Information on licensing requirements may be obtained from UR 55-4 or by contacting the USAREUR Safety Office.

b. Hazard-Communications Training. UR 385-10 provides training-frequency and recordkeeping requirements for hazard-communications training as specified in the OSHA Manual, part 1910.1200.

c. Hazardous-Material Training. Each company-size unit and separate detachment is required to maintain at least two personnel in the rank of staff sergeant or above trained and qualified to certify HAZMAT for transportation. TM 38-250 provides specific information on this requirement.

(1) Army personnel who certify HAZMAT for movement must attend the Hazardous Materials (-2) Certification Course (HAZ 12). This training is critical for personnel who certify hazardous material for air, land, and sea deployment to support contingency operations around the globe.

(2) The 7ATC offers HAZ 12 at the CATC in Vilseck. UP 351-2-1 provides course information.

5-9. MOS/DUTY POSITION TRAINING AND CERTIFICATION

a. Skill Levels 1 Through 4 Training and Certification. Operational success requires soldiers at skill levels (SLs) 1 through 4 to be properly trained in their MOS. To train soldiers, leaders must be able to identify soldier training deficiencies. Soldiers trained through advanced individual training (AIT) or one-station unit training (OSUT) may not have been trained on all SL 1 tasks. NCOs new to the unit may need refresher training on critical leader tasks. When analyzing their unit METL and supporting battle tasks, unit commanders will identify critical, individual soldier and leader tasks requiring initial or additional training, and then train new soldiers on tasks applicable to the unit. Commanders will--

(1) Determine SL 1 through 4 tasks for soldier MOSs that apply to the unit, but are deficient or were not instructed during AIT or OSUT.

(2) Assign qualified instructors to train soldiers on all required tasks and to conduct performance-oriented training on identified tasks for all personnel.

(3) Certify that the training has been conducted to standard or that newly arriving soldiers are already trained to standard, and maintain training verification in the ARCIS. Certification may be based on successful completion of an approved training course, supervisory evaluation, or consistent, satisfactory job performance.

b. Training-Certification Programs. USAREUR staff proponents who identify certain tasks as critical will create tasks, conditions, and standards for training and certification programs and forward them to the Director of Training, 7ATC. This will allow commanders to direct certification using these programs based on training assessments.

(1) Trainers can obtain a list of certification programs and their requirements from the 7ATC website at <http://www.grafenwoehr.army.mil/>.

(2) UR 350-3 provides training and certification requirements for the USAREUR REDTRAIN Program and the Army Language Program.

c. Low-Density MOS Training. Sustaining low-density MOS training is a significant challenge in USAREUR. Commanders must consider several options on how to provide soldiers the training they need to maintain MOS proficiency. These options include establishing a proponent for low-density MOS training; encouraging the use of correspondence courses, distance learning, and institutional training courses; contracted training; and conducting low-density MOS training using NCOs in a committee-group approach to train soldiers.

5-10. COMBAT LIFESAVER COURSE

Combat lifesavers significantly enhance a unit's ability to administer responsive, emergency-medical treatment. Commanders will ensure that each squad, crew, team, section, and equivalent-size unit has at least one trained combat lifesaver. DA Pamphlet 40-19 provides more guidance on combat lifesavers. DA Pamphlet 351-20 provides combat lifesaver course training requirements.

5-11. USER-LEVEL MAINTENANCE CERTIFICATION PROGRAM

PMCS conducted properly according to the applicable 10-20 TM is an important component of all maintenance programs. The goal of the User-Level Maintenance (ULM) Certification Program is to ensure that supervisors and equipment operators know, understand, and can perform PMCS on the types of equipment for which they are responsible.

a. Commanders will establish ULM certification programs to train, evaluate, and certify supervisor and equipment-operator ability to conduct proper PMCS. Certification will involve both written and hands-on testing. ULM training will be annotated on training schedules.

(1) Maintenance assistance and instruction team (MAIT) instructors from V Corps and the 21st TSC will train, evaluate, and certify brigade, battalion, and separate-company cadre according to applicable 10/20 standards. Brigade, battalion, and separate-company cadre will then train, evaluate, and certify first-line supervisors of subordinate units using the train-the-trainer concept.

(2) Supervisors must annotate the training certification on the appropriate OF 346 (US Government Motor Vehicle Operator's Identification Card) and in the remarks block of the equipment-operator's record in the Unit-Level Logistics System.

b. Personnel must be certified before they operate assigned equipment.

c. MAIT-certified ULM cadre will conduct annual refresher training for personnel assigned to their unit.

(1) USAREUR units other than 21st TSC units may request MAIT training and certification instructors from the Chief, V Corps MAIT, at 370-5466.

(2) 21st TSC units may request MAIT training and certification instructors from the Chief, 21st TSC MAIT, at 484-7436. The 21st TSC MAIT will support non-21st TSC units only as an exception to this policy.

CHAPTER 6

LEADER TRAINING

6-1. LEADER DEVELOPMENT

Leader development is critical. Commanders at every level must have a strong leader-development program to teach, encourage, help, and develop competent and selfless NCOs and officers. Leaders must mentor their subordinates through teaching, coaching, and counseling. Developmental counseling is an important part of this mentorship.

a. Education. Taking care of junior leaders by ensuring that they attend military and civilian schools is essential to developing leaders. Commanders must schedule soldiers for school and ensure they have the opportunity to attend scheduled classes.

(1) Leader development begins at the soldier level. Leaders must encourage soldiers to aspire to higher levels of education. Commanders must also emphasize that self-development and self-study are soldier duties, not options.

(2) College courses leading to an associate's or higher degree will help soldiers remain competitive for promotion and improve their overall performance. Army courses such as the battlestaff course continue to develop outstanding soldiers.

b. OPD and NCODP. Professional development programs in units are vital to success in combat. Commanders of USAREUR commands will develop overarching OPD and NCODP objectives. Subordinate-command OPD and NCODP programs should concentrate on developing officer and NCO warfighting skills that support the unit METL. Unit commanders should concentrate OPD and NCODP programs on developing and strengthening the unit chain of command. Unit leaders must train each of their immediate subordinates to assume the role of a leader in combat.

c. Quarterly Training Briefing (QTB). QTBs provide a great opportunity to develop junior leaders. Commanders must use QTBs appropriately. FM 25-100, chapter 3, states the following:

"The training briefing is a highlight of the senior commander's leader development program. It provides the commander an opportunity to coach and teach subordinates on the fine points of his philosophy and strategies in all aspects of warfighting, to include doctrine, training, force integration, and leader development. It enables subordinate commanders, some of whom may be new to the organization, to gain a better understanding of how their mission-essential training relates to the battle-focused training programs of their senior commanders and peers."

d. After-Action Review. The AAR provides leaders with feedback and helps them find better ways of doing things. FM 25-101, chapter 5, states: “The AAR is often used as a leader development technique to develop leaders throughout the entire chain of command. Leaders may use the AAR for an extended professional discussion with subordinate leaders.”

e. Other Training.

(1) Commanders of USAREUR commands will encourage subordinate commands to make use of “right-seat rides” at the CMTC and to develop leader-certification and distinguished-leader programs. These programs ensure that subordinate leaders continue to strive to be the best they can be.

(2) Mission success in the European theater is based on the ability of leaders to operate in both joint and combined environments. USAREUR leadership development should therefore include training with other services and other countries to meet USAREUR interoperability goals.

6-2. NONCOMMISSIONED OFFICER EDUCATION SYSTEM

Professional-development courses such as the Primary Leadership Development Course (PLDC), the Basic Noncommissioned Officer Course (BNCOC), and the Advanced Noncommissioned Officer Course (ANCOC) prerequisites to promotions.

a. According to DA directives, USAREUR personnel who meet eligibility requirements will attend PLDC, BNCOC, and ANCOC. Commanders will make every effort to have their soldiers attend these courses in a timely manner.

b. The ODCSPER is the staff agent for information on professional-development courses. UR 351-1 provides details on the Noncommissioned Officer Education System in USAREUR.

6-3. COMMAND COURSES

UR 608-2, UC 351-2, and UP 351-2-1 provide information on the following courses.

a. Brigade/Battalion Commander and Command Sergeant Major Course (CA 65).

(1) CA 65 is a CG, USAREUR/7A, course. This course is designed to provide new brigade and battalion commanders and command sergeants major (CSMs) the tools necessary to be successful in the rapidly changing USAREUR environment. Officers scheduled for battalion- or brigade-level command and NCOs projected for CSM positions must attend CA 65. The course is 5 days for commanders and 4 days for CSMs.

(2) This course provides information on USAREUR policy and procedures through briefings, seminars, and direct interaction with the DCG, USAREUR/7A, the Command Sergeant Major, USAREUR/7A, and senior USAREUR staff officers from every staff division. Direct contact with proponents allows commanders and CSMs to address issues unique to their commands and to provide clear and concise guidance from the top.

(3) Brigade and battalion commanders and CSMs must attend the course 90 days before or after taking command or assuming CSM duties. Exceptions to this policy require CG, USAREUR/7A, approval.

b. AST/BSB/AST Commander and CSM Course (ASG 67). ASG 67 is a DCG, USAREUR/7A, course. This course is designed for ASG, BSB, and AST commanders and CSMs serving in USAREUR base operations (BASOPS) command positions.

(1) In this course HQ USAREUR/7A staff principals address a wide variety of subjects that affect daily military community operations. Commanders and CSMs can interact directly with HQ USAREUR/7A staff principals and ensure a successful transition into BASOPS commands.

(2) Newly assigned ASG, BSB, and AST commanders and CSMs will attend ASG 67 within 90 days before or after taking command or assuming CSM duties. Exceptions to this policy require DCG, USAREUR/7A, approval.

c. Company Commander/First Sergeant Course (CCFS 25).

(1) This course provides first-time company commanders and first sergeants the tools necessary to be successful in command in USAREUR. Information is provided through a series of briefings and seminars and is geared to assessing and solving company-level problems. HQ USAREUR/7A staff principals provide up-to-date information and procedures in the

changing USAREUR environment.

(2) Every officer and NCO projected for a company command or first sergeant position will attend CCFS 25 before assuming command or first sergeant duties. Exceptions to this policy require approval by the first general officer in the chain of command. If an exception is approved, the commander will ensure that the officer or soldier involved attends the next available course.

d. Rear Detachment Commander Course. Rear detachment commanders and family-support liaisons will attend training according to UR 608-2.

6-4. ANTITERRORISM/FORCE PROTECTION LEADER TRAINING

Commanders and individuals with significant responsibilities for the command AT/FP program will receive training that gives them the ability to train others and to advise their command. Categories of AT/FP leader training are as follows:

a. Level II. Level II training is for AT/FP officers at battalion level and above. Training will be according to UR 525-13.

b. Level III. Level III training is for commanders, first sergeants, and CSMs in USAREUR pre-command courses. Instruction is designed to provide commanders with the knowledge, skills, and abilities needed to implement the USAREUR AT/FP Program in their units in order to preserve unit combat power. Level III (commander) training provides commanders an awareness of the key role they play in AT/FP. UR 525-13 addresses this training.

c. Level IV. Level IV training includes an executive-level seminar sponsored by the Joint Chiefs of Staff that provides AT/FP updates, detailed briefings, guest speakers, and panel discussions. The seminar includes a tabletop AT/FP wargame that concentrates on power projection, weapons of mass destruction, antiterrorism, intelligence, threat condition (THREATCON) management, and AT/FP-action implementation. UR 525-13 addresses level IV (senior leader) training. The target audience for this training is--

(1) Colonel to major general commanders.

(2) Personnel nominated by HQ USAREUR/7A to work for the Special Assistant for Security Matters, USEUCOM (ECSM), who will have responsibilities for AT/FP policy, planning, and execution.

6-5. CONSIDERATION OF OTHERS PROGRAM (CO2)

The USAREUR Consideration of Others (CO2) Program is a leadership- and command-climate-development program. USAREUR Command Policy Letter 1, Leadership and Force Readiness, is the foundation for this program. Memorandum, HQ USAREUR/7A, AEAE0, 5 August 1998, subject: USAREUR Consideration of Others Program, establishes specific CO2 training requirements.

a. CO2 Program Topics. Commanders will designate CO2 program topics on training schedules and address CO2 program training during unit training briefings. These topics are included in command inspection programs conducted according to AR 1-201. The CO2 program also will include a review of human-relations training, the use of equal opportunity advisers (EOAs) and equal opportunity leaders (EOLs), and completion of required DA and USAREUR company-level command assessments. The new AR 350-1 will provide a list of mandatory human-relations training requirements, including training required for EOAs and EOLs.

b. Discussion-Technique Trainer Course. The 7ATC established the discussion-technique trainer course to train middle leaders (lieutenant to captain, sergeant to sergeant first class, and GS-9 to 11) in small-group-discussion techniques. This course provides each battalion, brigade, and senior staff element with an internal master trainer who has the ability to help the commander develop an internal unit program to train middle leaders on these skills.

c. Unit QTBs. HQ USAREUR/7A message, AEAGC, 191323Z Mar 98, subject: Commander's Tools to Assess the Status of Their Leadership and Human Relations Readiness, specifies human-relations training, EOA and EOL staffing, and company-level assessment requirements to be reported during unit QTBs.

CHAPTER 7

COLLECTIVE TRAINING

7-1. SQUAD AND CREW TRAINING

a. Overview. The chain of command determines the focus, priority, and frequency of squad and crew fieldcraft and maneuver-skills training based on unit METLs and supporting battle-task analyses. Because of limited, large-caliber range resources, USAREUR policy prescribes the type of squad and crew-level gunnery training for which these resources may be used.

(1) USAREUR units will conduct gunnery training according to branch and weapon-system proponent standards and apply the resource guidelines and strategy in DA Pamphlet 350-38.

(2) Unit commanders will develop gunnery-training programs that mold soldier abilities and equipment capabilities to form lethal fighting forces. Repeating battle drills to standard under varying conditions provides good training results. Unit commanders will make the most of training devices, ensure that certification requirements are met, and enforce standards established by DA gunnery proponents.

(3) Tables in appendix E provide lists of mandatory training and certification requirements for units in USAREUR. The following paragraphs provide policy for USAREUR gunnery training that complements training in DA gunnery publications.

b. Record Qualification. The GTA is the only authorized site for record qualification of Abrams and Bradley-equipped crews and platoons in USAREUR. Only 7ATC-certified tank and Bradley-crew evaluators will be used to evaluate crew qualification gunnery. GTA SOPs 1 through 10 (available at <http://www.opns.grafenwoehr.army.mil/home.htm>) provide specific guidance on GTA operations and branch-specific requirements for unit firing at the GTA.

c. Tank and Bradley Crew Evaluator Training and Certification. 7ATC tank- and Bradley-crew evaluator mobile training teams (MTTs) will conduct all initial and recertification tank and Bradley-crew evaluator training in USAREUR. This training can be scheduled at <http://www.grafenwoehr.army.mil/mg/page5.html>.

d. COFT Live-Fire Certification Gates. Commanders of units equipped with weapons systems that have COFTs will use live-fire certification gates as prescribed by DA gunnery publications.

(1) Because FM 23-1 does not specify certification gates, reticle aim group 16 will be used as the USAREUR certification gate for Bradley live-fire training. Bradley crews must demonstrate a minimum B-level proficiency on exercises 41421, 43411, 51261, 53221, 53241, 53251, 53321, 53331, 53511, and 53521 (NBC).

(2) If the crewmembers are experienced in their positions, but crew turbulence (crewmember rotation) does not allow crews the time to reach the appropriate certification gate, commanders may use alternate certification gates.

e. Aviation Training.

(1) **Record Qualification.** Aviation densities will be scheduled to make the most use of available day and night training hours. SOFA and GTA restrictions must be taken into account when determining record-qualification periods. Gunnery densities should be scheduled to allow units to conduct day and night record qualification according to branch and weapon-system proponent standards and the resourcing guidelines and strategy in DA Pamphlet 350-38.

(2) **Apache Training Requirements.** USAREUR forces must be prepared to respond to crises on three continents where flying conditions can differ significantly. Flying conditions are affected by many factors, including terrain, weather, and the weight of the aircraft's load. Commanders will consider the following when preparing for operational missions:

(a) AR 95-1 requires aviators to evaluate aircraft-performance capabilities during planning.

(b) TC 1-210 requires commanders to--

1. Address unique environmental conditions (for example, mountain, desert, over-water) in the unit SOP and establish comprehensive academic and flight-training programs for that environment.

2. Ensure aviators are evaluated before operating in a specific environment.

NOTE: TC 1-210 and aircrew training manuals are regulatory according to AR 95-1.

(c) TC 1-214 requires that crews receive oral and flight evaluations by an instructor pilot on the following tasks at least once a year:

1. Task 1000, which requires personnel to cover performance planning during the crew brief.

2. Task 1003, which requires the crew to correctly compute aircraft weight and balance.

3. Task 1004, which requires the crew to correctly compute performance planning to ensure aircraft limitations and capabilities are not exceeded.

4. Task 1006, which requires a hover-power check.

5. Tasks 1017 through 1038, which cover basic flight maneuvers, including terrain flight.

(d) USAREUR AH-64 crews also will conduct the following task each year in the AH-64 combat-mission simulator:

1. Task: Heavy aircraft operations.

2. Conditions: In the AH-64 combat-mission simulator, gross weight of 18,000 or more, temperature of 40 degrees Celsius or higher, altimeter setting of 28.00, winds of 20 knots or more, gusts of 15 knots or more, turbulence level of 2 or higher.

3. Standards: Each crewmember must perform aircrew training manual tasks 1016, 1018, 1020, 1028, 1031, 1034, 1035, 1037, 1038, 1090, 1119, 2004, and 2008. These tasks may be performed as part of an STX.

(e) Commanders will ensure that newly assigned junior aviators continue to accrue flying-hour experience to ensure their development as combat-ready aviators. To achieve this, commanders will only designate aviators to flight activity category (FAC) 3 status at brigade and higher echelons (aviators at battalion level and below will be designated with either a FAC 1 or FAC 2 status).

f. Night Training.

(1) Gunnery Training.

(a) USAREUR technological advances for night fighting far exceed those of potential adversaries. This advantage must be exercised during gunnery training. Only through repetitive training and night firing can this ability be effectively used in hostile situations.

(b) Commanders will use “swing tasks” (tasks that can be fired during the day or at night) for night firing when possible. A goal for commanders is to conduct as many night engagements as possible, considering seasonal conditions and night-firing restrictions.

(2) Apache Flight Training. In addition to the forward-looking infrared (FLIR) training requirement of 1 hour Apache flight training every 60 days for currency, training will include the use of NVG. This training will remain consistent with DA guidelines on NVG training.

7-2. PLATOON- THROUGH BATTALION-LEVEL TRAINING

Platoon- through battalion-level training is based on the TRADOC-developed CATS. TRADOC Regulation 350-35 describes CATS as the Army’s overarching strategy for the current and future training of the force. This strategy provides the total Army force with standard guidance on the frequency of tasks to reach desired levels of METL proficiency and ensures readiness requirements are met. Commanders in USAREUR will develop training requirements based on the CATS. Units may need to supplement the training types and frequency based on the unit mission, METL, and concept plans.

a. The CATS is a training “menu” that provides the recommended training a unit and its soldiers should conduct annually, if resources are adequate, according to training standards (for example, STRAC) to maintain combat readiness.

(1) Branch proponents develop branch-specific unit strategies based on the proponent’s doctrine and TTP. These strategies are designed to sustain trained and ready units, and not cause cyclic highs and lows in the unit’s level of readiness.

(2) Commanders are not required to strictly adhere to this unit-training strategy. Commanders must compare their unit-training strategy with the unit METL, readiness level, OPTEMPO limitations, and other training resources (including time) to determine the best way to manage unit training.

b. The CATS provides doctrinal, task-based, annual training strategies (including events, certification gates, and training-resource options) and the framework for structured training development for the unit trainer to integrate training horizontally among type-unit echelons and vertically across the combined-arms team. In addition to recommending event frequencies, the CATS links recommended events to the MTP tasks that they support (for individual through battalion-staff tasks).

c. Listed below are approved CATS models available at <ftp://ftp-dcst.monroe.army.mil/pubs/cats>. A users guide also is posted at this address. TRADOC will continue to refine these approved models and create additional models for other units. For this reason, units must ensure they keep current TRADOC CATS publications. Appendix D explains how units use these CATS models to prepare training plans and provides an example of the current CATS model for an armor battalion’s annual training recommendations.

- (1) Air defense battalion (Avenger).
- (2) Air defense battalion (heavy division).
- (3) Armor battalion.
- (4) Assault helicopter battalion.
- (5) Attack helicopter battalion.
- (6) Division cavalry squadron.
- (7) Engineer battalion.
- (8) Field artillery battalion (155 millimeter, self-propelled).
- (9) Field artillery battalion (multiple-launch rocket system).
- (10) Forward support battalion.
- (11) Mechanized infantry battalion.

d. For units that do not have a TRADOC-developed CATS model, table 7-1 provides a recommended training strategy with a template of training events. These training events are in addition to the standards in MTPs and unit weapons-training requirements outlined in DA Pamphlet 350-38.

NOTE: The electronic glossary defines abbreviations used in the table.

Table 7-1
Model for Recommended Common Military Training (Units Without CATS)

	Event	Level	Times per Year	Days per Event	Training Locations			References and TADSS (note 1)
					HS/LTA	MCA	MTA	
Leader	CFX	Company – battalion	4	2	1	1		Applicable MTPs, MILES
	TEWT (note 2)	Battalion	4	1		3	1	AR 350-1
	CPX (note 3)	Company – brigade	2	3	1	1		BBS, CBS, JCATS, JDLM, SIMNET, SPECTRUM
Unit	EXEVAL (note 4)	Platoon – company	1	3	1			AR 350-1, applicable MTPs, BBS, CBS, JCATS, JDLM, MILES, SPECTRUM
		Battalion – brigade	1	5		1		
		Division – corps	1 every 2 years	Per commander assessment		1		
	FTX (note 4)	Platoon	3	3	1	1	1	AR 350-1, DA Pamphlet 350-38, applicable MTPs, MILES
		Company	1	3	1	1	1	
		Battalion	1	5		1		
	MCX (note 5)	Battalion	2	1	2			AR 350-1
	DEPEX (note 5)	Battalion-brigade	1	1	1			AR 350-9, JDLM
	NBC training under MOPP 4	All units	Integrated during training per commander assessment	Per commander assessment				FM 3-4

NOTES:

1. When simulations are chosen to conduct an event, the commander will coordinate with the division simulations liaison officer to request the simulation that best supports the event.
2. This event must be conducted in a field environment and will be used to train subordinate leaders and battlestuffs on terrain analysis and unit and weapons emplacement. A ULTP conducted at the HTA meets this requirement.
3. At least one must be conducted in a field environment. This includes areas not at MTAs or at home station.
4. The intent of this event is for each organization level to conduct an FTX that emphasizes collective training at their level (for example, a platoon conducting an FTX as part of a company FTX satisfies the company FTX requirement, not the platoon FTX requirement). The FTX is a separate and additional requirement to the EXEVAL.
5. This requirement may be conducted during any company or higher-level training event. For MCXs, march tables and a higher headquarters should observe and assess execution.

e. CMTC Rotations.

(1) DEXR Cycle. The standard battalion TF rotational model at the CMTC is the 25-day “DEXR” cycle (deploy, enhanced STX, EXEVAL, redeploy).

(a) A typical 3-5-14-3 DEXR cycle includes 3 days for deploying, issuing MILES equipment, and conducting the ULTP, Phase III, in the Leader Training Center simulation facility and 5 days of company/team-enhanced STX. STX training will use CMTC O/Cs, OPFOR, smoke, and fire-marker support. After the STX are 14 days of battalion TF force-on-force training and EXEVALs and 3 days for MILES turn-in, maneuver-box cleanup, and redeployment.

(b) The DEXR cycle will remain responsive to commander requirements. Division commanders may request changes to the CMTC model through the Commander, Operations Group, 7ATC, to the Commanding General, 7ATC, as part of the submission of their division training letter. The goal for commanders is to arrive at the CMTC with combat-ready platoons and staffs. Commanders will build combat-ready companies, teams, and TFs during lane training and EXEVALs.

(2) Night Training. All battalion TF and division squadron rotations at the CMTC will execute one of every three missions during periods of limited visibility. To prepare units to execute these missions, night training will be included in all company-level STX training plans. Battalion TFs and squadrons will be provided the opportunity to conduct a daylight, full-dress (mounted) rehearsal for their first nighttime force-on-force mission if requested by the division.

(3) Light-Heavy/Heavy-Light Rotations. The USASETAF will follow a light-heavy/heavy-light schedule, alternating every year. However, limited resources and high OPTEMPO due to ongoing support of contingency operations may not allow for fully supported rotations. UR 350-50 provides more information on CMTC rotations.

(a) Ideally, during light-heavy rotations, a heavy battalion TF, complete with all appropriate slice elements, augments a light brigade. During heavy-light rotations, a light battalion TF, complete with appropriate slice elements, would augment a heavy brigade; light infantry companies would augment heavy battalion TFs.

(b) Light units are authorized up to an additional week at the GTA to sharpen individual and crew-served weapons skills when these augmentations are feasible.

f. EXEVAL Requirements.

(1) Units from platoon through battalion level will receive an EXEVAL using appropriate MTPs. FM 25-100 states that EXEVALs are planned, supported with sufficient resources, and conducted by a headquarters at an echelon higher in the chain of command than the organization undergoing the evaluation. FM 25-101 states that EXEVALs are normally conducted by the headquarters two levels above the unit being evaluated. Table 7-2 lists headquarters responsible for conducting EXEVALs and determining EXEVAL frequency for battalion and lower-level units in USAREUR.

Table 7-2 Headquarters Responsible for Conducting EXEVALs and Determining EXEVAL Frequency		
Echelon*	Type of Unit	Controlling Headquarters
Platoon	In battalion	Battalion
	In separate company	Headquarters to which the company reports
Company	In brigade (including brigade separate companies)	Brigade headquarters
	In divisional separate battalion	Division
	In USAREUR-command separate battalion	USAREUR command
	Other separate companies	Headquarters to which the company reports
Battalion	In division, including separate battalions	Division
	In USAREUR-command separate brigade (no division headquarters)	USAREUR command
	In USAREUR-command separate battalion	USAREUR command
*Includes other unit designations at the same level (for example, company also implies troop, battery, detachment).		

(2) CMTC-scheduled battalion TF rotations provide an excellent opportunity for EXEVALs at BCT level and below. However, the CMTC, as a combat training center, is not structured to conduct brigade-level EXEVALs.

(a) During CMTC rotations, O/Cs at brigade level and below provide objective training feedback based on training doctrine and unit SOPs. After completing the rotation, O/Cs will provide rotational units with a “take-home package.” The higher headquarters conducting the EXEVAL must establish appropriate Army Training and Evaluation Program (ARTEP) standards for feedback to augment the CMTC take-home package (for example, they must provide the appropriate MTP training and evaluation outline extracts to the Commander, Operations Group, CMTC).

(b) When EXEVALs are conducted in conjunction with a CMTC rotation, commanders are required to evaluate subordinate units two levels down. Commanders who want to use O/Cs to augment their evaluation package for EXEVALs must coordinate this use with the Operations Group, CMTC.

(3) Before they arrive at the CMTC, TF headquarters must complete an EXEVAL at home station using simulation to drive the exercise. They must also have completed the ULTP. In addition, 90 to 120 days before deploying to the CMTC, TFs must have included a 2-day instruction period on TF doctrine and TTPs taught by O/Cs.

(4) At the CMTC, training is held in two phases:

(a) Phase I: Thirty to 60 days before the EXEVAL, a BBS-driven CPX is held using CMTC tactical operations center (TOC) mock-ups.

(b) Phase II: A second CPX using BBS is held during the 3 days when companies conduct MILES issue and preparation for STX.

(5) ASG commanders will implement a training program that incorporates an annual AT/FP EXEVAL for subordinate BSBs and ASTs according to UR 525-13. As a minimum, this EXEVAL should include the most recent or likely terrorist-threat scenarios according to UR 525-13.

(6) ODT sponsors will conduct EXEVALs that include RC personnel.

7-3. BRIGADE, DIVISION, AND CORPS STAFF TRAINING

a. Brigade Training. TRADOC is finalizing CATS models for heavy and light maneuver brigades. After these CATS models are published, these strategies will become the basis for brigade-level training for maneuver units in USAREUR.

(1) Brigade training concentrates on the integration of battlefield operating systems by commanders and staffs. Commanders will integrate staff training into unit training plans. Staff METLs will support unit METLs.

(2) Simulation exercises provide the most opportunities for staff training. However, commanders will plan BCT-level operations in a brigade CMTC rotation. Maneuver BCT staffs will undergo EXEVALs either during a CMTC rotation or during phase three of a BLTP exercise in simulation. USAREUR command headquarters are responsible for conducting EXEVALs and determining training frequencies for brigade-level units in USAREUR.

(3) The CMTC BLTP (phases one and two) is a gate for the BCT CMTC rotation. The CMTC BLTP validates the unit tactical standing operating procedure (TACSOP) and sustains the brigade staff in executing the military decision-making process and in synchronizing and integrating battlefield operation systems to execute the brigade commander’s intent.

(4) Maneuver BCT staffs will receive training feedback during a BLTP exercise in simulation or in the maneuver box as part of a brigade EXEVAL period. The BLTP is multiphase program that includes formal and self-paced CD-ROM instruction, small group and staff seminars using training vignettes, CPXs in a simulation environment, FCXs, and execution in the maneuver box during brigade operations.

(5) The CMTC Brigade O/C Team is available to provide formal and informal training feedback during three phases.

(a) Phase 1 is a 3-day home-station seminar tailored to unit needs. During this phase the brigade battlestaff produces tactical operation orders. The CMTC O/C team helps the staff in crosswalking the operation order with the unit TACSOP.

(b) Phase 2 includes a 3-day BBS computer-simulation exercise conducted at the CMTC. Battalions and separate company commanders receive orders from the BCT, then execute operations at computer work-stations (without TOCs).

(c) Phase 3 is a 5-day computer simulation exercise with the brigade, battalion, and separate companies operating in their field TOCs.

(6) The BLTP is highly flexible and designed to meet the needs of the training unit. UR 350-50 provides detailed information on the BLTP

b. Division and Corps Training.

(1) The training of higher-echelon units is almost exclusively conducted using constructive simulations. Commanders will develop viable training programs that are mission-specific and based on unit METLs for assigned “split-based” forces and continue to coordinate training exercises with those forces. The 7ATC and the Directorate of Simulations will provide contracted assistance to help exercises.

(2) The BCTP provides command and battlestaff training for some brigade, division, and corps commanders, their staffs, USAREUR commands, and supporting special operations forces. The Chief of Staff of the Army has directed that all division and corps commanders execute a BCTP rotation during their tenure as commanders. The goal is to conduct the rotation during the commander’s first year of command. More information on the BCTP can be found at <http://leav-bctp.army.mil>.

(3) HQ USAREUR/7A and Headquarters, V Corps, functional staff proponents will plan, provide resources for, and execute EXEVALs for USAREUR commands and divisions in USAREUR as shown in table 7-3. EXEVALs will take place at least once during an officer’s command tour. To allow certain units to continue to accomplish their support missions, EXEVALs for these units often will be completed sequentially (that is, the entire unit will not undergo an EXEVAL at the same time).

Table 7-3	
Division and Higher EXEVAL Controlling Headquarters	
Unit	Controlling Headquarters
V Corps	HQ USAREUR/7A (ODCSOPS)
USASETAF	HQ USAREUR/7A (ODCSOPS)
21st TSC	HQ USAREUR/7A (ODCSLOG)
5th Signal Command	HQ USAREUR/7A (ODCSIM)
266th Finance Command	HQ USAREUR/7A (ODCSPER)
1st Personnel Command	HQ USAREUR/7A (ODCSPER)
1st Infantry Division	Headquarters, V Corps
1st Armored Division	Headquarters, V Corps

7-4. LIVE-FIRE EXERCISES

a. General. CALFEXs complement maneuver exercises at combat training centers. The recommended components of this strategy include gunnery, integration of maneuver and fire, and command-and-control training. Maneuver units will conduct CALFEX training according to DA Pamphlet 350-38 to ensure combat proficiency is maintained. CS and CSS units will conduct periodic, rear-area, live-fire exercises to ensure the unit is proficient in perimeter defense and quick-reaction force tasks.

b. Certification Gates. Certification gates ensure that the most benefit is obtained from limited resources and that basic tasks are learned before moving on to more complex tasks. USAREUR commanders will ensure that soldiers and units complete the certification gates listed in this regulation and in doctrinal publications. Commanders may establish more

stringent certification gates as appropriate. The following certification gates apply to USAREUR units.

(1) Tank and Bradley platoons will successfully execute a PGT exercise before executing table XII. The 7ATC has published guidance providing specific certification requirements for this gate.

(2) Tank and Bradley platoons will qualify on table XII not earlier than 6 months before executing company-level live fire.

(3) Before conducting a CALFEX, company and higher-level units will successfully complete an FCX.

(4) Tank and Bradley companies and teams will successfully complete a full-caliber, live-fire CALFEX before conducting a battalion-TF level, full-caliber, live-fire exercise.

c. CMTC Live-Fire Program. The goal of CMTC live-fire exercises is to produce trained units able to plan, coordinate, synchronize, and execute combined-arms combat. Soldiers and units will develop confidence in their ability to safely execute tactical, combined-arms, live-fire operations through this exercise. They should leave the exercise capable of immediate transition to combat or contingencies.

(1) The CMTC live-fire program--

(a) Concentrates on company and team live-fire operations.

(b) Provides units the capability to conduct TF live-fire operations after executing company- and team-level live fire as a gate.

(c) Provides a flexible (up to 5 days of 24-hour operations), tactical, combined-arms scenario incorporating defensive and offensive missions to allow a combined-arms-company team, controlled by a battalion TF headquarters, to conduct live fire and maneuver at the GTA.

(2) CMTC O/Cs--

(a) Observe and control heavy and light forces conducting combined-arms, live-fire training.

(b) Supervise and enforce realistic battlefield effects, ROE, and scenario execution.

(c) Provide doctrinally correct (formal and informal) AARs from squad and section to TF levels.

(d) Help the unit chain of command enforce safety rules.

7-5. UNIT-DEPLOYMENT TRAINING

The USAREUR Rotational Brigade Training Model (fig 7-1) is a graphic representation of the V Corps BCT 2-year training cycle. This cycle is divided into 4 quadrants of approximately 6 months each: Quadrant A = Reintegration, Quadrant B = Ready Force, Quadrant C = CONOPS Deployment Ramp-Up, and Quadrant D = CONOPS Engagement.

Rotational Brigade Training Model

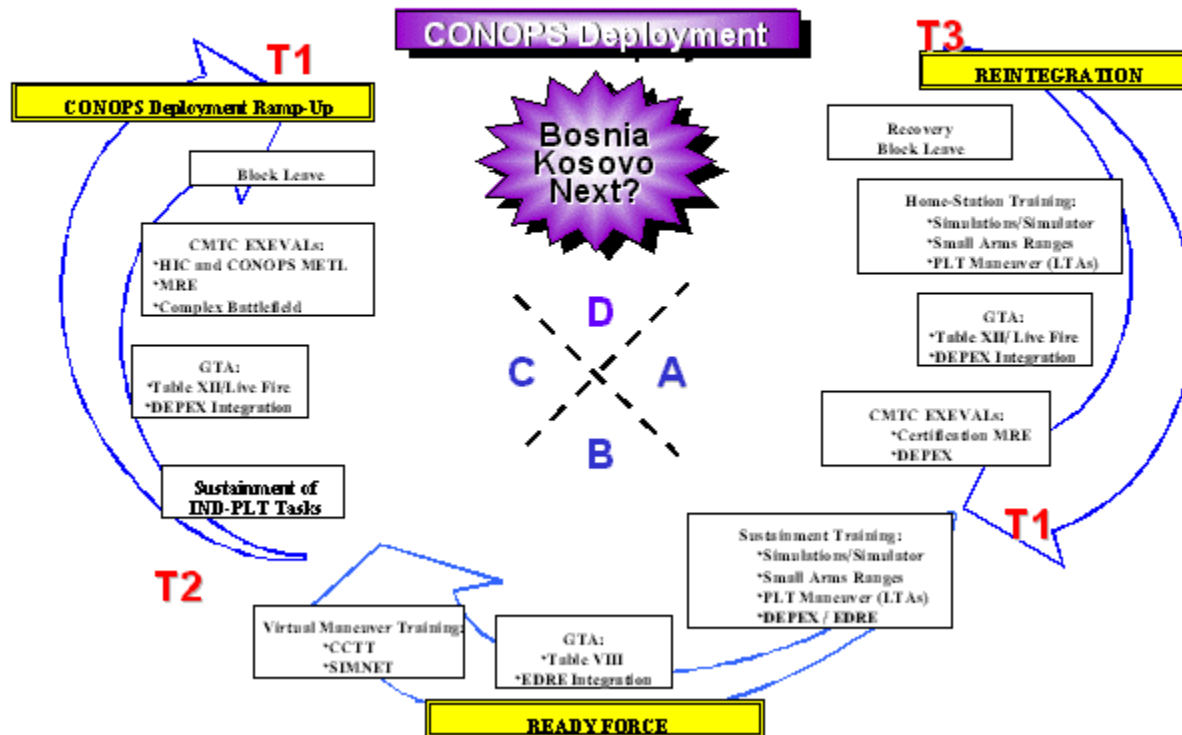


Figure 7-1. Rotational Brigade Training Model

a. Quadrant A: Reintegration.

(1) In this quadrant, the BCT is expected to redeploy to home station from a CONOPS deployment at T3. The BCT will enter a recovery and block-leave period with high personnel turnover. The BCT will then integrate home-station and LTA training, concentrating on individual through platoon-level tasks.

(2) This quadrant and quadrant C are the primary windows for troop schools. The BCT will conduct a gunnery deployment (through table XII) at the GTA, with the option of conducting a CMTC live-fire exercise.

(3) This quadrant culminates with a CMTC rotation concentrating on HIC METL training. This CMTC rotation will be the 'Ready Force' certification exercise according to CG, USAREUR/7A, Training Guidance. Deployment exercises may be conducted in conjunction with the GTA and CMTC deployments.

b. Quadrant B: Ready Force. At a predetermined transfer of authority (TOA) date, a BCT will assume the mission as the USAREUR Ready Force. The Ready Force will consist of the USAREUR immediate-ready company and force-enhancement modules. The BCT will serve as the Ready Force for approximately 6 months. During this time, the BCT will conduct sustainment training, a GTA gunnery deployment (to table VIII), and a possible virtual-maneuver exercise using the CCTT and SIMNET at the GTA. The Ready Force also will conduct an EDRE.

c. Quadrant C: CONOPS Deployment Ramp-Up.

(1) After the BCT has conducted a TOA with the next Ready Force brigade, it will begin to train for a CONOPS deployment. The BCT is expected to be at T2 or T3. High personnel turnover normally will occur after the TOA. The BCT will then integrate home-station and LTA training, concentrating on individual through platoon-level tasks.

(2) This quadrant and quadrant A are the primary windows for troop schools. The BCT will be prepared to assume the mission as the Ready Force if a BCT is deployed on a CONOPS mission and the Ready Force is deployed.

(3) The BCT will conduct a GTA gunnery deployment (to table XII) with the option of conducting a CMTC live-fire exercise. This quadrant culminates with a CMTC rotation concentrating on HIC and CONOPS METL tasks, and will include an MRE. If no CONOPS deployment is scheduled, the BCT will concentrate only on HIC METL tasks at the CMTC. Deployment exercises may be conducted in conjunction with the GTA and CMTC deployments. Block leave will normally follow the CMTC rotation before the CONOPS deployment.

d. Quadrant D: CONOPS Engagement. During the CONOPS deployment, the BCT is expected to train individual and limited platoon tasks as allowed by facility availability and OPTEMPO restrictions. If no CONOPS mission is conducted, the BCT will mirror the training cycle of quadrant B and be prepared to assume the mission as the Ready Force if the Ready Force in quadrant B is deployed.

7-6. JOINT TASK FORCE TRAINING

a. JTF training prepares USAREUR forces to operate as an integral part of a JTF. USEUCOM has directed V Corps and USASETAF to develop challenging and realistic training plans, exercises, and certification programs to ensure that units are trained and ready across the spectrum of operations in the joint arena.

(1) V Corps and USASETAF JTF training must incorporate lessons learned from previous JTFs.

(2) Success in JTF training will be measured by the unit's ability to support the USEUCOM Joint Mission-Essential Task List (JMETL) and to achieve at least a P rating for each JMETL task in the V Corps and USASETAF JMETLs.

b. The USEUCOM JMETL outlines requirements for subordinate JTF commands (V Corps and USASETAF). The USEUCOM Joint Training Plan shows the match of available resources with training requirements and provides details on the schedule and objectives for every USEUCOM-sponsored joint-training exercise. JTF commanders--

(1) Are responsible to the USCINCEUR for the joint training of their assigned forces.

(2) Will establish continuation- and sustainment-training programs that fully incorporate AT/FP measures into all JTF operations and exercises.

(3) Will develop procedures that ensure personnel and units assigned to their JTFs are trained and qualified to perform assigned missions. These procedures will ensure that units not meeting operational or safety standards will not conduct operational missions until they are qualified.

(4) Will develop policy, plans, and procedures for integrating RC personnel into JTFs.

c. Commanders will emphasize joint education and training that integrates Army and joint capabilities. Senior leaders must be familiar with the Chairman, Joint Chiefs of Staff, Joint Vision 2010; the CSA Vision 2010; the USAREUR Vision and Strategy XXI; and the implications they have on how we train.

d. V Corps and USASETAF will conduct JTF-headquarters training annually according to USEUCOM Directives 55-11 and 55-29. JTFs must be certified as proficient in their JMETL tasks at least annually through a constructive, simulations-based, computer-assisted exercise or military-event-list driven exercise.

(1) V Corps must be able to establish its headquarters on short notice to serve as a JTF headquarters capable of deploying and conducting combat operations in the joint-operations area designed to destroy or defeat enemy forces. V Corps will certify that all personnel and units designated as part of a JTF can perform required METL and JMETL tasks and supporting tasks to standard.

(2) USASETAF must be able to establish its headquarters on short notice to serve as a JTF headquarters capable of deploying and conducting forced-entry operations in the joint-operations area to evacuate qualified noncombatants and reestablish a secure environment for humanitarian-relief efforts.

e. The 21st TSC must be prepared to provide all related support and expertise required for deploying V Corps and USASETAF JTFs. The 21st TSC will develop a training and certification program that supports JTF mission requirements. The 21st TSC, assisted by the ODCSOPS, will conduct an annual validation exercise.

CHAPTER 8

TRAINING ASSESSMENT

8-1. USAREUR METL DEVELOPMENT AND ASSESSMENT

METLs guide and concentrate USAREUR training efforts to meet changing strategic requirements. The DCSOPS is the USAREUR staff proponent for METL development and proficiency assessment. According to FM 25-100, the senior leader “fixes responsibility within the staff and subordinate headquarters for gathering and analyzing evaluation, and preparing recommendations.” METL development and assessment responsibilities in USAREUR are as follows:

a. USAREUR METL Development. The Chief, Plans Division, is the ODCSOPS proponent for USAREUR METL development. Responsibilities include--

- (1) Developing the USAREUR METL and supporting tasks.
- (2) Ensuring the METL supports USAREUR Title X functional responsibilities.
- (3) Crosswalking the USAREUR METL with the USEUCOM JMETL.

b. USAREUR METL Proficiency Assessment. The DCSOPS and ADCSOPS-T will develop recommended METL assessments for the HQ USAREUR/7A Board of Directors.

c. USAREUR METL and Assessment Validation. USAREUR senior leaders on the HQ USAREUR/7A Board of Directors will validate the recommended METL and the associated assessment.

8-2. TRAINING BRIEFINGS

a. QTBs. Timely and carefully considered QTBs are critical to training readiness in USAREUR. USAREUR commanders are responsible for determining the topics and format for command QTBs and ensuring that commanders follow the precepts in FM 25-100 and FM 25-101. FM 25-101 states the following about QTBs:

“The briefings are designed to discuss past, present, and future training expectations. They result in a training contract or agreement between the senior and subordinate commander. This contract or agreement consists of two parts. First, upon his approval of the subordinate’s plan, the senior commander agrees to provide resources and protect the subordinate unit from unprogrammed training distracters. Second, the subordinate commander agrees to execute the approved training to standard. The QTB is conducted prior to the lock-in window (ideally about six weeks before execution of next quarter’s training in AC units) after drafting the Quarterly Training Guidance and Quarterly Training Calendar.”

b. USAREUR Commander Semiannual Training Briefings (SATBs). FM 25-100 and FM 25-101 do not provide guidance on SATBs for echelons above brigade. Therefore, commanders should follow the guidance in these FMs on QTBs for their SATBs.

(1) The SATB should be considered as a contract or agreement between the senior and subordinate commander. This contract or agreement requires the senior commander to provide training resources and protect the subordinate unit from unprogrammed training distracters; it also requires the subordinate commander to execute the approved training to standard. The SATB should link the subordinate commander’s current METL assessment to a projected assessment and a plan or strategy to bring the unit to the projected assessment.

(2) The Commanding Generals, V Corps, 21st TSC, USASETAF, and 5th Signal Command; their principal staffs; and their CSMs will present training briefings to the CG, USAREUR/7A, twice a year. Commanders of other USAREUR commands and their CSMs will be present during the briefings and may brief an item of particular interest to their units.

(3) The first SATB will be in April or May; the second will be in October or November. The SATB will--

- (a) Describe the unit-training posture and training goals, and specify what resources are needed to meet these goals.
- (b) Explain how the unit will lock-in resources needed to conduct approved training.
- (c) Outline JTF responsibilities.

(4) SATBs generally should last no longer than 3 hours (2 for the briefing and 1 for discussion). At least 2 weeks before the SATB, briefers will send a read-ahead to the USAREUR Command Group listing all topics that will be briefed.

(5) Briefers will address the following topics (in no prescribed order) and may add other topics that they feel are essential to the SATB:

- (a) Command mission.
- (b) Command METL and battle tasks and the commander's current assessment.
- (c) Command METL and battle tasks and the commander's projected assessment.
- (d) Staff experience and the commander's assessment of the staff METL.
- (e) Commander's projected assessment of the staff METL.
- (f) Training strategy for the last 6 months.
- (g) Training conducted in the last 6 months (training calendar).
- (h) Training planned but not conducted.
- (i) Training opportunities not programmed or briefed during the last SATB.
- (j) Training strategy for the next 12 months.
- (k) Training calendar for the next 12 months (organized by quarter).
- (l) A review of training-calendar highlights for the next 24 months.
- (m) CSM soldier training.
- (n) Consideration-of-Others and human-relations training.
- (o) Leader-development program.
- (p) PLDC attendance and order-of-merit list status. (Briefers will prepare a slide to show this information.)
- (q) TETT.
- (r) Flying-hour program and aviator-training status (if applicable).
- (s) Major-weapon-system qualification (if applicable).
- (t) RC integration.
- (u) Force-modernization actions.
- (v) Budget (BA11/BA12 funds).

(w) Directives and guidance received from higher headquarters.

(x) Commander's guidance.

(y) Major concerns.

(z) Additional topics as directed by the SATB tasking message.

(aa) Elements of the desired SATB endstate: Contract for the next 6 months between the CG, USAREUR/7A, and the commander.

(6) Commanders will schedule SATB dates, times, and locations with the CG, USAREUR/7A, scheduler. After the SATB is scheduled, commanders will contact 7ATC to coordinate any required support.

(7) Commanders will provide a read-ahead packet to the ADCSOPS-T, who will coordinate any issues with the HQ USAREUR/7A staff before the SATB. The ADCSOPS-T will forward the coordinated read-ahead packet through the Chief of Staff, HQ USAREUR/7A, to the CG, USAREUR/7A, at least 3 days before the SATB. The read-ahead packet will include the following items:

(a) Point paper for the CG, USAREUR/7A, that provides the following:

1. Purpose of the SATB (provided by the command).
2. Objective (provided by the command).
3. Major points (provided by the command).
4. Main points to be made (provided by the command).
5. Main issues (provided by the command).
6. USAREUR position (coordinated by the ODCSOPS).
7. Recommendations (coordinated by the ODCSOPS).

(b) Command SATB (with facing pages for critical topics) (provided by the command).

(c) Review of commander's comments in unit status reports (USRs) from the last 6 months (coordinated by the ODCSOPS).

(d) Last SATB from the command (provided by the command).

(e) Status of key taskers from the previous SATB (provided by the staff action control officer (SACO)).

(f) Commander's training philosophy (provided by the command).

(g) Command training guidance (provided by the command).

(h) The items in b(5) above (coordinated by the ODCSOPS).

(i) Seating chart for the SATB (provided by the command).

(j) Biographies of the briefers (provided by the command).

(8) SACOs will provide information on required timelines and additional requirements by tasking message when the SATB date has been determined.

CHAPTER 9

TRAINING FRAMEWORK

9-1. STANDARD ARMY TRAINING SYSTEM

SATS is an automated training-management system to help commanders plan, provide resources for, and assess unit training. This system automates the training-management doctrine in FM 25-100, FM 25-101, and FM 100-5. SATS also provides units the opportunity to incorporate training plans and products, readiness-reporting tools, calendars, schedules, unit-training activities, and related databases at all echelons. SATS also computes associated resources.

a. SATS is the Army standard for training management. USAREUR units will use SATS as the standard for training management, including publishing training schedules. The SATS calendar is the USAREUR standard.

b. SATS accesses and provides data to all Army Training Digital Library components and other Warfighter XXI components. SATS 4.2 will link with CATS and be the unit-level centerpiece for implementing a quantitative assessment of the Army's operational readiness initiative.

c. More information on SATS, including MTT support, is available at stateside DSN (312-) 927-4744 or <http://www.mong.ngb.army.mil/satsbbs/default.htm>.

9-2. TRAINING TIMELINES

In USAREUR, long-range and short-range planning cycles will follow the timelines established in FMs 25-100 and 25-101. This includes events such as gunnery densities, CMTC rotations, planned operational deployments, and block leave.

a. USAREUR requires commanders to lock in near-term training schedules at least 5 weeks out. However, major exercises require significantly longer lock-in periods. According to FM 25-101, after the battalion commander approves and the company commander signs the training schedule, the schedule is locked in and constitutes an official order. Only the approval authority can change a training schedule. For example, the battalion commander is the approval authority for changing the company-training schedule. By eliminating training distracters, senior leaders can help ensure the 5-week lock-in is met.

b. The following enablers are in place to help eliminate distracters:

(1) UR 10-3 establishes policy, procedures, and responsibilities for tasking USAREUR commands and agencies. The Operations Division, ODCSOPS, is the proponent for UR 10-3.

(2) The USAREUR Master Plan lists exercises, exercise preparations, training, operations, fielding, conferences, and other major events scheduled for the next 2 years. The Plans Division, ODCSOPS, is the proponent for the USAREUR Master Plan.

(3) MTA densities are scheduled for the next 2 years at semiannual MTA scheduling conferences (chaired by the Commanding General, 7ATC, or a designated representative).

(4) SATS provides the standardized format for training schedules and linking higher and lower unit-training events.

9-3. TIME-MANAGEMENT SYSTEMS

FM 25-101 states, "Time management systems are designed to protect training time for subordinate units." All USAREUR units will establish time-management systems for subordinate units as outlined in FM 25-100 and FM 25-101 (for example, three-cycle "green-amber-red" or two-cycle systems). As a minimum, these systems must designate and protect prime-time training units from support taskings and provide time for soldiers to plan for and attend education and training courses.

9-4. COMPANY TRAINING MEETINGS

An excellent battalion-training plan is useless without concentrated execution at the company level. To be effective, company leaders must have a working system to ensure that limited resources, such as time, are used effectively. TC 25-30 provides excellent guidance on how to implement company-training meetings.

a. Slice leaders, such as attached infantry, armor, engineer, and fire-support leaders, attend training meetings to coordinate their training efforts with those of the company commander. To "train as you fight," commanders must fully integrate the training of all habitually associated units. Slice leaders gain an understanding of how a unit operates by attending their training meetings.

b. Training meetings should be conducted on the same day and time each week when in garrison. Selection of a particular day to conduct the company training meeting depends on when the battalion conducts its training meeting. The company training meeting should be within 2 days after the battalion training meeting. This allows for information from the battalion meeting to be incorporated into the company meeting before it becomes outdated.

9-5. WEEKEND AND HOLIDAY TRAINING

a. Weekends, Federal holidays, and USAREUR training holidays are not normal duty days. These days will be used for training and work only when authorized by the first general officer in the chain of command. General officers may grant permanent exceptions to this policy in certain cases, such as for training in courses at the CATC and the Seventh Army NCOA, and for units using other than USAREUR-training-holiday calendars.

b. In addition to the Federal and USAREUR training holidays, local commanders may grant training holidays to recognize soldiers or units for exceptional performance or to compensate for extended training periods (AR 600-8-10). USAREUR commands will notify the Operations Division, ODCSOPS, of training holidays granted to specialized units and battalion or higher units.

9-6. SERGEANTS TIME TRAINING

a. Intent. Sergeants Time Training is the best opportunity to build combat-ready junior leaders and teams. Sergeants Time Training is dedicated training time -- a precious resource -- for the NCO corps to train soldiers and develop junior leaders. The principles of Sergeants Time Training are simple:

(1) NCO leaders will conduct hands-on training with their squads, sections, or platoons on collective tasks that will help their companies and battalions win in combat.

(2) NCO leaders will plan and organize the training and will be responsible to the chain of command for its effectiveness.

(3) The training will last 5 hours once a week. Commanders of USAREUR commands will choose the day and set the schedule.

(4) Everyone who goes in harm's way with the unit will be present for training.

(5) Officers will be present to help the training and to evaluate and encourage where necessary.

(6) Commanders and CSMs will ensure that no junior leader is ever placed in front of soldiers to conduct training in which he or she is not proficient.

b. Concept.

(1) Sergeants continually assess the ability of their soldiers to accomplish key battle tasks in support of their higher unit's wartime mission. Sergeants will assess proficiency to perform individual and collective tasks according to FM 25-101. Using this assessment, sergeants will prescribe the individual and collective training they want to conduct during Sergeants Time Training.

(2) After the commander approves the training, the commander must provide resources for it and ensure that the principal trainers -- the sergeants who are first-line supervisors -- are qualified and rehearse the training.

c. Coordinating Instructions.

(1) For tables of distribution and allowances (TDA) units, NCOs will conduct training appropriate to their mission and staffing. Commanders of TDA units will develop training plans with their NCOs that support section-specific mission requirements, warfighting skills that require teamwork, and individual common or skill tasks that cannot be trained during the normal duty day.

(2) Sergeants Time Training is also an opportunity for the senior NCO of a low-density MOS to conduct developmental training for soldiers in the same field from across the unit. For example, the battalion's supply sergeant may conduct training for all of the battalion's supply personnel.

(3) Commanders must decide when it is not appropriate to conduct Sergeants Time Training (for example, during major training events at an MTA, during "green"-period collective training, during maintenance and recovery operations after redeployment).

(4) Nonessential activities will stop to give sergeants the opportunity to train all those under their control, including borrowed military manpower.

(5) Training will be planned 6 weeks in advance. Commanders will designate responsibilities for Sergeants Time Training on training schedules at least 3 weeks in advance.

(6) Commanders and their senior NCOs will ensure that leaders conducting Sergeants Time Training have been given preparation time and have rehearsed.

9-7. SOLDIERS TIME

Soldiers spend most of their time carrying out a variety of military duties. They also need Soldiers Time to conduct personal business and to get home early to families. Soldiers will be released from duty for Soldiers Time as follows:

a. At 1500 every Thursday, all military personnel, including commanders, will leave work. Exceptions will be made only for soldiers who are required to--

(1) Meet security or guard requirements.

(2) Staff hospitals or dining facilities.

(3) Meet other essential or emergency services.

(4) Work in key staff positions at brigade level and above where time off on Thursdays cannot reasonably be granted.

(a) For soldiers in key staff positions, commanders will establish a mandatory 3-day weekend each quarter in addition to U.S. Federal holidays and USAREUR training holidays. These commanders or other responsible officers will publish a schedule before each quarter that gives each member of their staff organization a 3-day weekend.

(b) Only the first general officer in the chain of command may grant exceptions to (a) above or deny a scheduled 3-day weekend.

b. Commanders will designate alternate times off for soldiers who are required to work during Soldiers Time.

c. ASG commanders must ensure community services (for example, commissaries, clothing-sales stores, post exchanges) are open until at least 2000 on Thursdays.

d. By considering the individual needs of soldiers and their families, commanders can use Soldiers Time to reduce time soldiers spend away from their units and away from training.

9-8. PHYSICAL FITNESS TRAINING

Commanders will design and execute a challenging physical fitness program (PFP) that promotes combat readiness and overall fitness.

a. Physical training (PT) will be conducted at least 4 days each week. The standard USAREUR model is for soldiers to conduct PT from 0630 to 0730 and report for duty by 0900. However, unit commanders may alter PT time based on weather, safety factors, and mission requirements. Commanders will ensure soldiers have enough time for personal hygiene, area clean-up, and breakfast after morning PT.

b. The PFP will include a variety of aerobic and conditioning tasks; mandatory, scheduled unit-level activities; and voluntary personal activities. Road marches, obstacle courses, and organized athletics are considered part of the PFP.

c. Commanders will ensure PFPs are conducted safely. PFP activities will be organized by a master fitness trainer (MFT) and supervised by a commissioned officer, warrant officer, or NCO. Every battalion in USAREUR will have at least one MFT, with the goal of one MFT for each company-size element.

d. Units will conduct Army physical fitness tests (APFTs) according to FM 21-20. APFT results will be recorded in the ARCIS and on DA Form 705 (Army Physical Fitness Test Scorecard) kept in unit records.

e. RC soldiers deployed in unit configuration will conduct unit-led PT. Individual RC augmentees will participate in AC-sponsored, unit-led PT.

f. AR 350-1 and FM 21-20 provide information on developing unit PFPs. UP 385-17 provides guidance on how to reduce risks of injury in PT running formations.

9-9. THE ARMY COMPANY INFORMATION SYSTEM (ARCIS)

a. ARCIS will be used to record soldier training information. The following information will be recorded in ARCIS:

(1) Equal opportunity and sexual harassment training.

(2) AT/FP training.

(3) CTT training.

(4) Weapons qualification data.

(5) APFT results.

(6) NBC training.

(7) Driver training.

(8) MOS and duty-position training and certification.

b. Other soldier training information (for example, combat lifesaver course training) may be maintained in ARCIS using ARCIS user-defined fields. The ARCIS Users Manual explains how to use these fields.

c. Units do not need to keep paper copies of training records after the training information is entered into the company-level ARCIS master database except for individual weapons-qualification and APFT scorecards. These scorecards will be maintained according to AR 350-1.

CHAPTER 10

TRAINING SUPPORT

10-1. TRAINING AIDS, DEVICES, SIMULATORS, AND SIMULATIONS (TADSS) SUPPORT

The Training Support Activity, Europe (TSAE), Directorate of Training, Headquarters, 7ATC, is the USAREUR proponent for training aids, devices, and simulators (TADS). The Directorate of Simulations (DOS), Headquarters, 7ATC, is the USAREUR proponent for simulations. The DOS has its headquarters at the Warrior Preparation Center in Einsiedlerhof and has a forward element at the GTA.

a. TADS Support. The TSAE External SOP outlines procedures for TADS support in USAREUR.

(1) Availability. TSCs may provide equipment (for example, multiple arcade combat simulator (MACS), PGS, PGT, Stinger Crew Proficiency Trainer, through sight video (TSV), TWGSS) for use at MTAs and other in-country locations. Movement of equipment outside of the country requires TSAE approval. With advance notification, TSCs will have training devices available at specified times to support organization training needs.

(2) MILES Equipment Management. Priority for MILES equipment is first to units at the CMTC, followed by units at the GTA. Other units may request use of MILES equipment through ASG or BSB TSCs on a first-come-first-served basis 60 to 90 days before their scheduled training exercise or event.

(a) During crossover densities from the GTA to the CMTC, the 173d Brigade, USASETAF, will be permitted (based on availability) to draw MILES I equipment from the CMTC for use at the GTA, and return MILES equipment to the CMTC after completing CMTC training. This draw eliminates the need to draw MILES equipment twice.

(b) U.S. units will not lend or lease MILES equipment to NATO Allies. NATO Allies will contract with the U.S. Government according to the Arms Export Act, chapter 6, and DOD 5105.38-M, chapter 12, for use of MILES equipment.

(3) TWGSS and PGS. The TWGSS and the PGS will be issued to TSCs for use by training units at home station and at the GTA.

(4) SIMNET and CCTT. The SIMNET and the CCTT are systems of computers and combat-vehicle simulators that are linked together to support the tactical training of armored and mechanized infantry units. These systems are not PGTs. They provide a means for units to practice collective combat skills in a stressful environment when field-training resources are scarce.

(a) The SIMNET and the CCTT support leader, commander, and staff training in command, control, and tactical movement at platoon, company or team, and TF levels under conditions that duplicate some of the “fog of war” and stress of combat. They also simulate some but not all CS and CSS systems.

1. The SIMNET includes 42 tanks and 27 Bradley fighting vehicle trainers. Each simulator is a separate module with space for all crew positions. Crewmembers see computer-generated views and hear computer-generated sounds that create the illusion of operating actual vehicles over real terrain.

2. The CCTT is the next-generation simulator. It provides crews with fully operational crew modules that include machineguns, popped-hatch capability on the tank and Bradley simulators, thermal and image-intensifier sights, and the ability to change environmental conditions in which they train. Both day and night training are possible with the CCTT. The

system provides normal day and night visibility and duplicates the effects of smoke, fog, and haze. This simulator offers increased fidelity, more conditions, and increased processing power than the SIMNET.

(b) The SIMNET and CCTT are located in building 2000, Camp Aachen, Grafenwöhr, and may be scheduled through the site manager.

b. Simulation Support. USAREUR has many simulation models available to support training. They cover the full spectrum of operations and all echelons of training.

(1) The DOS publishes the USAREUR Simulations Primer that provides detailed information on simulation training in USAREUR, including the location of simulation sites available in USAREUR and model capabilities. Table 10-1 provides a list of the capabilities of simulation models available in USAREUR as of May 1999. Table 10-2 provides locations of simulation models as of May 1999.

(2) Funding for a specified number of exercises for each unit are allocated from the DOS annual budget to fund the simulation-support portion of the exercise. Units are responsible for other related costs. As a minimum, brigade-level simulations or master-events-list-based training events should be locked in 90 days out (preferably 6 months). Echelon-above-brigade simulations should be locked in 6 months out with a 12-month lock-in being the goal.

(3) The USAREUR Simulations Primer provides more information on simulation capabilities and can be obtained from the DOS at DSN 474-2460 or from the DOS webpage at <http://www.grafenwoehr.army.mil/dos/default.htm>.

Table 10-1					
Capabilities of Simulation Models Available in USAREUR					
Simulation	Resolution	Training Audience	Use	Spectrum of Operations	Playbox
JCATS Joint Conflict and Tactical Simulation	Down to soldier and weapon	Crew--battalion	Leader development and battlefield synchronization	Full spectrum of operations	300 km by 300 km
BBS Brigade/Battalion Battle Simulation	Down to soldier and weapon	Company--brigade	Commander and staff decision-making skill development	Mid- to high-intensity	175 km by 175 km
CBS Corps Battle Simulation (Vision XXI)	Down to company level	Corps/JTF and USAREUR command	Commander and battlestaff training	Mid- to high-intensity	1,056 km by 918 km for Europe and Southwest Asia
JTC Joint Training Confederation	EAC	EAC	Commander and battlestaff training	Full spectrum of operations	2,000 km by 2,000 km
JDLM Joint Deployment and Logistics Model	Battalion level to EAC	ASG--TSC transportation and logistics	RSOI operations for commanders and battlestaffs strategic movement	Full spectrum of operations	Worldwide graphic display matches CBS map
JTLS Joint Theater Level Simulation	Down to system level	Theater army and USAREUR command	Theater-level commander and battlestaff training	Full spectrum of operations	3,400 km by 3,400 km
SPECTRUM	Down to SOF team level	Operational tactical to	JCS, NSC, State Department, combined commanders and staffs, USAREUR commands	OOTW	User-defined
TACSIM Tactical Simulation	SALUTE reports to theater INTSUMs	Battalion--corps	Intelligence battlestaff training	Full spectrum of operations	Unlimited
BICM BCTP Intelligence Collection Model	Generates intelligence reports from CBS database	Division and corps	All-source intelligence commander and battlestaff	Mid- to high-intensity	Database (operates with CBS)

Table 10-2**Simulation Facility Locations in USAREUR**

Simulation Facility	Location	Models available
USAREUR Simulation Center	Grafenwöhr, Germany	BBS, CBS,* JCATS, SPECTRUM, Vision XXI**
Warrior Preparation Center (WPC, a joint USAREUR/USAFE facility)	Einsiedlerhof Air Station, Germany	BICM, CBS, JTLS (JTC***), SPECTRUM, TACSIM, Vision XXI
CMTC	Hohenfels, Germany	BBS
USASETAF Simulation Center (Provisional)	Vicenza, Italy	BBS, CBS,* JCATS, SPECTRUM
21st TSC Simulation Center	Kaiserslautern, Germany	JCATS, JDLM
Baumholder Battle-Focused Training Center (BFTC)	Baumholder, Germany	JCATS, TREDs****
Friedberg BFTC	Friedberg, Germany	JCATS, TREDs
Schweinfurt BFTC	Schweinfurt, Germany	JCATS, TREDs
Vilseck BFTC	Vilseck, Germany	JCATS, TREDs
*Note: CBS is run on a mainframe computer at the WPC and can be “piped” to remote locations. **Vision XXI is a simulation AAR tool. ***The Joint Training Confederation melds selected simulations from all services. ****The Training Exercise Development System (TREDs) is a simulation-planning tool.		

10-2. AMMUNITION

a. UR 700-140 lists USAREUR training ammunition management policy and procedures. The USAREUR training-ammunition-management strategy is to--

- (1) Forecast and provide resources for USAREUR-unit needs according to DA Pamphlet 350-38 and DA Pamphlet 350-39.
- (2) Redistribute training ammunition among USAREUR commands.
- (3) Provide commanders the ability to use saved ammunition for additional live-fire exercises.

b. The USAREUR TAMS Office will host two training ammunition conferences each year according to AR 5-13.

10-3. CONTRACTED TRAINING

a. Some training requirements permit commercial contracted training. Contracted training supports and augments training in units and U.S. Army schools. Contracted training can fill a void between the training available through TRADOC and other sources and the training available through USAREUR.

b. UP 351-2-1 provides a list of contract training courses. To ensure contracted training in USAREUR is not duplicated, commanders must check UP 351-2-1 and UC 351-2 before entering into training contracts. For further information, commanders may contact the CATC Schools Branch.

APPENDIX A REFERENCES

A-1. NATO AND DOD PUBLICATIONS

NATO Status of Forces Agreement
NATO Mutual Support Act of 1979
Arms Export Control Act
DOD 5105.38-M, Security Assistance Management Manual
DOD 5500.7-R, Joint Ethics Regulation (JER)

A-2. USEUCOM PUBLICATIONS

USEUCOM Directive 55-11, Joint Task Force Headquarters Policies, Procedures and Organization
USEUCOM Directive 55-29, USEUCOM Joint Exercise and Training Program
United States Commander in Chief, Europe, Training Guidance

A-3. ARMY REGULATIONS

AR 1-201, Army Inspection Program
AR 11-31, Army International Activities Policy
AR 12-15, Joint Security Assistance Training (JSAT) Regulation
AR 12-16, Mutual Logistics Support Between the United States Army and Governments of Eligible Countries
AR 27-10, Military Justice
AR 27-20, Claims
AR 34-1, International Military Rationalization, Standardization, and Interoperability
AR 40-3, Medical, Dental, and Veterinary Care
AR 40-4, Army Medical Department Facilities/Activities
AR 58-1, Management, Acquisition and Use of Administrative Use Motor Vehicles
AR 95-1, Flight Regulations
AR 135-18, The Active Guard/Reserve (AGR) Program
AR 135-200, Active Duty for Training, Annual Training and Active Duty Special Work of Individual Soldiers
AR 135-210, Order to Active Duty as Individuals for Other Than a Presidential Selected Reserve Call-up, Partial or Full Mobilization
AR 210-50, Housing Management
AR 350-1, Army Training
AR 350-2, Opposing Force Program
AR 350-3, Tactical Intelligence Readiness Training Program
AR 350-9, Overseas Deployment Training
AR 350-17, Noncommissioned Officer Development Program
AR 350-21, Instruction in Benefits of an Honorable Discharge
AR 350-30, Code of Conduct/Survival, Evasion, Resistance and Escape (SERE) Training
AR 350-38, Training Device Policies and Management
AR 350-41, Training in Units
AR 360-81, Command Information Program
AR 380-19, Information Systems Security
AR 381-12, Subversion and Espionage Directed Against the U.S. Army (SAEDA)
AR 385-10, The Army Safety Program
AR 385-55, Prevention of Motor Vehicle Accidents
AR 530-1, Operations Security (OPSEC)
AR 600-8-10, Leaves and Passes
AR 600-8-22, Military Awards
AR 600-20, Army Command Policy
AR 600-55, The Army Driver and Operator Standardization Program (Selection, Training, Testing, and Licensing)
AR 600-63, Army Health Program
AR 600-85, Alcohol and Drug Abuse Prevention and Control Program
AR 600-110, Identification, Surveillance, and Administration of Personnel Infected With Human Immunodeficiency Virus (HIV)

A-4. TRAINING CIRCULARS

TC 1-210, Aircrew Training Program Commander's Guide to Individual and Crew Standardization
TC 1-214, Aircrew Training Manual Attack Helicopter, AH-64
TC 7-98-1, Stability and Support Operations Training Support Package
TC 21-305-2, Training Program for Night Vision Goggle Driving Operations
TC 23-2, 66-mm Rocket Launcher, M202A1
TC 23-24, Dragon Medium Antitank/Assault Weapon System M47
TC 25-30, A Leader's Guide to Company Training Meetings
TC 26-6, Commander's Equal Opportunity Handbook
TC 71-5, Fire Coordination Exercise
TC 90-1, Training for Military Operations on Urbanized Terrain

A-5. DA PAMPHLETS

DA Pamphlet 40-19, Commander's Guide to Combat Health Support
DA Pamphlet 350-38, Standards in Weapons Training
DA Pamphlet 350-39, Standards in Weapons Training (Special Operations Forces)
DA Pamphlet 351-20, Army Correspondence Course Program Catalog

A-6. ARMY TRAINING AND EVALUATION PROGRAM (ARTEP) PUBLICATIONS

ARTEP 5-145-MTP, Mission Training Plan for the Headquarters and Headquarters Company, Engineer Battalion, Heavy Division/Corps
ARTEP 5-145-31-MTP, Mission Training Plan for the Engineer Company, Heavy Division/Corps/Armored Cavalry Regiment
ARTEP 5-605-31-MTP, Mission Training Plan for the Engineer Topographic Company, Engineer Topographic Battalion
ARTEP 6-397-30-MTP, Mission Training Plan for Field Artillery Multiple Launch Rocket System Firing Battery
ARTEP 6-525-MTP, Mission Training Plan for the Field Artillery Multiple Launch Rocket System Battalion
ARTEP 7-8-MTP, Mission Training Plan for the Infantry Rifle Platoon and Squad
ARTEP 7-10-MTP, Mission Training Plan for the Infantry Rifle Company
ARTEP 7-92-MTP, Mission Training Plan for the Infantry Scout Platoon/Squad and Sniper Team
ARTEP 8-449-30-MTP, Mission Training Plan for the Medical Company Ground Ambulance
ARTEP 8-705-MTP, Mission Training Plan for the Combat Support Hospital
ARTEP 8-765-30-MTP, Mission Training Plan for the Mobile Army Surgical Hospital (MASH)

A-7. FIELD MANUALS

FM 1-140, Helicopter Gunnery
FM 1-513, Battlefield Recovery and Evacuation of Aircraft
FM 3-3, Chemical and Biological Contamination Avoidance
FM 3-4, NBC Protection
FM 3-5, NBC Decontamination
FM 3-50, Smoke Operations
FM 5-103, Survivability
FM 6-50, Tactics, Techniques, and Procedures for the Field Artillery Cannon Battery
FM 7-7J, Mechanized Infantry Platoon and Squad (Bradley)
FM 7-8, Infantry Rifle Platoon and Squad
FM 7-10, The Infantry Rifle Company
FM 7-20, The Infantry Battalion
FM 7-98, Operations in a Low-Intensity Conflict
FM 9-38, Conventional Ammunition Unit Operations
FM 9-43-2, Recovery and Battlefield Damage Assessment and Repair
FM 10-52, Water Supply in Theaters of Operations
FM 10-67-1, Concepts and Equipment of Petroleum Operations
FM 10-450-3, Multiservice Helicopter Sling Load: Basic Operations and Equipment
FM 17-12-series, Tank Gunnery and Tank Combat Tables

FM 17-12-1-1, Tank Gunnery (Abrams), Volume I
 FM 17-12-1-2, Tank Gunnery (Abrams), Volume II -- Trainer's Guide
 FM 17-98, Scout Platoon
 FM 19-15, Civil Disturbances
 FM 19-40, Enemy Prisoners of War, Civilian Internees and Detained Personnel
 FM 20-32, Mine/Countermine Operations
 FM 21-10, Field Hygiene and Sanitation
 FM 21-11, First Aid for Soldiers
 FM 21-20, Physical Fitness Training
 FM 21-60, Visual Signals
 FM 23-1, Bradley Gunnery
 FM 23-9, M16A1 Rifle and M16A2 Rifle Marksmanship
 FM 23-10, Sniper Training
 FM 23-14, M249 Light Machine Gun in the Automatic Rifle Role
 FM 23-23, Antipersonnel Mine M18A1 and M18 (Claymore)
 FM 23-24, Dragon Medium Antitank/Assault Weapon System M47
 FM 23-25, Light Antiarmor Weapons
 FM 23-27, MK 19, 40-mm Grenade Machine Gun, MOD 3
 FM 23-30, Grenades and Pyrotechnic Signals
 FM 23-31, 40-mm Grenade Launcher, M203
 FM 23-35, Combat Training With Pistols and Revolvers
 FM 23-65, Browning Machine Gun, Caliber .50 HB, M2
 FM 23-67, Machinegun, 7.62-mm, M60
 FM 23-90, Mortars
 FM 23-91, Mortar Gunnery
 FM 25-100, Training the Force
 FM 25-101, Battle Focused Training
 FM 27-10, The Law of the Land Warfare
 FM 34-Series, Combat Electronic Warfare and Intelligence
 FM 41-10, Civil Affairs Operations
 FM 44-3, Air Defense Artillery Employment: Chaparral/Vulcan/Stinger
 FM 46-1, Public Affairs Operations
 FM 54-30, Corps Support Groups
 FM 57-220, Basic Parachuting Techniques and Training
 FM 90-8, Counterguerrilla Operations
 FM 90-40, Multiservice Procedures for the Tactical Employment of Nonlethal Weapons (NLP)
 FM 100-5, Operations
 FM 100-23, Peace Operations

A-8. USAREUR PUBLICATIONS

UR 12-16, Mutual Logistic Support Between the U.S. Army and Governments of Eligible Countries, NATO Subsidiary Bodies, and United Nations Organizations
 UR 27-8, Law of War Program
 UR 55-4, Joint Transportation of Hazardous Material
 UR 95-1, USAREUR Aviation--General Provisions and Flight Regulations
 UR 350-1-2, Policy, Procedures, and Responsibilities for Combined Arms Training Center Courses of Instruction
 UR 350-2, Project Partnership
 UR 350-3, USAREUR Tactical Intelligence Readiness Training (REDTRAIN) Program
 UR 350-10, Major Training Areas
 UR 350-18, Cadet Troop Leader Training Program
 UR 350-22, Maneuver and Field Training Exercise Rights in Germany
 UR 350-40, Expert Field Medical Badge Testing in USAREUR
 UR 350-40-1, Medical Proficiency Training Program
 UR 350-50, Combat Maneuver Training Center
 UR 350-70, USAREUR Automation Training Program
 UR 350-220, Home Station Training Support
 UR 385-10, Implementation of Hazard Communication Standard

UR 385-14, Safety and Occupational Health Interface Program
UR 525-2, EDRE Program (draft)
UR 525-13, Antiterrorism/Force Protection: Security of Personnel, Information, and Critical Resources
UR 525-27, Noncombatant Evacuation Operations (NEO)
UR 600-8-101, USAREUR Soldier Readiness Program
UR 612-1, Community Central In- and Outprocessing
UR 700-130, Training Ammunition Management--Ammunition Services
UC 351-2, Courses and Quota Allocations for the Combined Arms Training Center and Associated USAREUR Courses
UP 165-3, USAREUR Chaplaincy Training Strategy
UP 350-44, USAREUR Air Defense Artillery Training Strategy
UP 351-2-1, Catalog of USAREUR Institution Training Courses
UP 351-2-2, Catalog of Allied Institutional Training Courses
UP 385-17, Leaders Guide to Force Protection in Physical Training Running Formations

A-9. SOLDIER TESTING PROGRAM (STP) PUBLICATIONS

STP 21-1-SMCT, Soldier's Manual of Common Tasks Skill Level 1
STP 21-24-SMCT, Soldier's Manual of Common Tasks (SMCT) Skill Levels 2-4

A-10. GRAFENWÖHR TRAINING AREA STANDING OPERATING PROCEDURES (SOPS)*

SOP #1, Training Operations
SOP #2, Armor Operations
SOP #3, Artillery Operations
SOP #4, Aviation Operations
SOP #5, Infantry Operations
SOP #6, Engineer Operations
SOP #7, Mortar Training
SOP #8, Range 301 Operations
SOP #10, Ammunition Surveillance Training Support

*These SOPs are available at <http://www.opns.grafenwoehr.army.mil/home.htm>.

APPENDIX B

INTERNATIONAL TRAINING ACTIVITIES AND PROGRAMS

B-1. THEATER-ENGAGEMENT TRAINING TIME (TETT)

USAREUR defines TETT as the time measured in battalion (or equivalent) months invested in the planning, preparation, execution of, and recovery from engagement activities. These activities shape the international environment between USAREUR and the militaries of other countries.

a. The USEUCOM theater-engagement strategy supports the U.S. national-security strategy and national-military strategy. USAREUR participation in theater-engagement activities is critical to the success of the overall training strategy. This concept--

(1) Provides a unique and rich opportunity to expose soldiers to different military cultures and traditions.

(2) Sharpens the multinational interoperability skills soldiers will need in the future by working with NATO partners and other countries hoping to join NATO.

(3) Strengthens the multinational bonds that USAREUR has developed since the end of the Cold War.

b. For permanently garrisoned USAREUR units, USEUCOM directs that units should designate a total of 1 month each year as TETT. To account for TETT on unit calendars, commanders will count activities including, but not limited to--

(1) Operational activities.

(2) Combined exercises, such as NATO, joint task force, bilateral, and Partnership for Peace (PfP).

(3) Treaty-verification and arms-control training.

(4) Other foreign-military interaction, such as combined training, military contacts (including familiarization visits and traveling contact teams), unit partnership activities, security-assistance actions, humanitarian assistance, participation in international schools and conferences, and bilateral political-military activities.

B-2. INTEROPERABILITY AND EXCHANGE TRAINING

USAREUR is the Army's expert in multinational operations. Interoperability and exchange training is designed to further the national objective of shaping the environment by promoting USAREUR integration with NATO Allies and enhancing interoperability with potential coalition partners in the region, as well as partner nations in the PfP Program. These activities increase the combined combat power of U.S. and Allied forces and yield the most effective use of Army resources.

a. Statutory and Regulatory Requirements. Commanders must conduct this training within the context of statutory and regulatory requirements, including--

(1) The NATO Status of Forces Agreement (SOFA).

(2) The NATO Mutual Support Act of 1979 and respective country implementing agreements.

(3) The Arms Export Control Act.

(4) The Conventional Armed Forces in Europe Treaty.

(5) The Vienna Document of 1994 on Confidence and Security-Building.

b. Training With NATO Allies. NATO has expanded its scope of operations in response to the changed international-security environment. Interoperability and exchange training has become crucial to meet the requirements of most unit mission-essential task lists (METLs).

(1) During the Cold War, a strong NATO exercises program provided much opportunity to conduct multiechelon training with Allied countries and as part of NATO formations.

(2) With the changes of the post-Cold War era, commanders must use ingenuity and creativity to obtain opportunities to train with Allies. Commanders should use relationships under the Project Partnership Program (UR 350-2) and other relationships, such as the V (US) Corps -- II (GE) Korps relationship, to help maintain expertise in multinational operations.

c. Training With Non-NATO Countries. The United States has significant bilateral and multilateral treaty obligations that require interoperability and exchanges with non-NATO countries. The U.S. Government has committed itself to supporting multilateral activities, such as the PfP Program and the African Crisis Response Initiative. Training with non-NATO Allies enhances USAREUR's ability to successfully execute U.S. bilateral obligations.

(1) The Acquisition and Cross-Servicing Agreement (ACSA), formerly known as the NATO Mutual Support Act, authorizes exchanges and training with NATO countries. Liaison and training with non-NATO countries, however, involves significant legal and statutory restrictions. The Arms Export Control Act prohibits training or exchanges with any foreign government unless a specific statutory authority is granted for these activities.

(2) The ACSA does not authorize exchanges or training on a comparable level with non-NATO countries. Commanders must notify the International Operations Division (IOD), Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A, through the chain of command before initiating a non-NATO contact other than contacts described in this appendix.

(3) Examples of specific statutory authority are USEUCOM- and USAREUR-directed participation in events authorized by the Security Assistance Act or the PfP Program.

(4) Units desiring training, exchanges, or contact with the military from a non-NATO country will contact the IOD, ODCSOPS, for guidance.

B-3. TRAINING TO DEVELOP EXPERTISE IN MULTINATIONAL OPERATIONS

To develop and maintain proficiency in multinational operations, USAREUR units will schedule, plan, and execute specific training that involves military members of other countries in the USEUCOM area of responsibility. This training should emphasize enhancing interoperability with NATO Allies, partners, and other potential coalition members as well as exposing them to democratic ideals. USAREUR supports multinational training through a broad array of engagement activities.

a. Project Partnership. Project Partnership provides USAREUR units a unique opportunity to meet Army and CG, USAREUR/7A, multinational interoperability goals. Through these relationships, USAREUR units ensure that they meet the imperative of being experts in multinational operations. USAREUR units at the battalion and separate-company level will have an active partnership affiliation with a similar NATO-country military unit. UR 350-2 provides specific guidance on partnership exchanges.

b. Individual and Unit Exchange Program. Individual and unit exchanges allow USAREUR soldiers to conduct reciprocal exchanges with similar type units. UR 12-16 provides information on these exchanges.

c. Joint Contact Team Program (JCTP). The JCTP provides for contacts between U.S. and non-NATO, European military forces through familiarization visits and traveling contact teams. These contacts are a prime engagement tool designed to shape the environment to promote regional stability and are an essential part of the USAREUR imperative of being the expert in multinational operations. These exchanges, which involve countries in central and eastern Europe, are generally initiated at higher levels in the chain of command.

d. Security Assistance Training. USAREUR provides various forms of training requested by Allies and partners through security assistance channels. Security assistance training programs include English-language enhancement training, orientation visits, observer training, equipment demonstrations, mobile training teams, and U.S. State Department-authorized sale or lease of training equipment and services through foreign military sales.

e. Participation in Multinational Exercises. NATO, bilateral, and PfP exercises (both "in-the-spirit-of" and NATO-led) provide great opportunities to sharpen expertise in multinational operations. These major events also offer opportunities for synergy with other engagement activities.

f. Treaty and Arms Control Training. USAREUR prepares units and sites for inspection under treaties and agreements including the Conventional Forces, Europe, Treaty; the Vienna Document; and the Chemical Weapons Convention; and participates in a program of reciprocal mock inspections. Countries in the central and eastern Europe and the newly independent

states send arms-control verification-inspection teams to USAREUR to train on inspection techniques at USAREUR sites.

APPENDIX C

RESERVE COMPONENT TRAINING PROGRAMS IN USAREUR

C-1. TROOP PROGRAM UNITS

The Seventh Army Reserve Command (7th ARCOM) commands and controls the organic United States Army Reserve (USAR) Troop Program unit assets in theater. The 7th ARCOM mission is to provide USAREUR with forward-stationed, trained and ready units and individuals and, on order, to conduct mobilization-support operations. Unit training is related to the mission-essential task list (METL) with the goal of producing units that are able to mobilize, deploy, fight, and win. The 7th ARCOM training program makes the most of USAR integration.

C-2. ACTIVE GUARD/RESERVE COMPONENT STAFF

This program allows Reserve Component (RC) soldiers to fill full-time positions for the Army National Guard or USAR under the U.S. Code, title 10. The Active Guard/Reserve (AGR) staff augmentation of USAREUR and its commands provides a critical RC integration function. AGR workshops are conducted to ensure all AGR personnel assigned to USAREUR are properly monitored, integrated, and performing optimum duties in their assigned areas. AR 135-18 provides more information on the AGR Program.

C-3. INDIVIDUAL MOBILIZATION AUGMENTATION PROGRAM

Training individual mobilization augmentation (IMA) soldiers is essential. USAREUR must provide the visibility and integration of valid training requirements and opportunities.

a. The Senior USAR Adviser, USAREUR, will conduct a yearly IMA workshop with the primary goal of improving the overall management of the IMA Program at HQ USAREUR/7A and in USAREUR commands.

b. Scheduling IMA soldiers for annual training is the responsibility of the using unit, not the soldier. IMA sponsors are responsible for IMA program management according to AR 140-145.

C-4. OVERSEAS DEPLOYMENT TRAINING PROGRAM

The Overseas Deployment Training (ODT) Program provides the only training opportunity that allows RC units based in the continental United States to train in USAREUR. ODT programs must be managed according to AR 350-9.

a. RC advisers will coordinate all RC ODT deployments with the Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A.

b. Units deployed in an ODT status must be placed in doctrinally correct training scenarios and receive proper evaluations. Specifically, every RC unit that deploys to USAREUR in an ODT status that is scheduled for an evaluation must receive a training assessment model (TAM) or a memorandum of evaluation.

c. Proper evaluation of RC-unit support in USAREUR is essential. Without timely feedback in the form of TAMs or memorandums of evaluation, the RC cannot improve its performance or continue its ODT support in USAREUR.

C-5. OPERATIONAL AND MISSION SUPPORT

a. An essential role of the RC in USAREUR is to help the active component (AC) during high operating tempo and personnel tempo. This support can be a “win-win” situation for the AC and RC if incorporated properly.

b. Careful planning and integration of RC programs such as ODT, AGR, IMA, active duty for training (ADT), and active duty for special work (ADSW) can provide relief to the AC and training benefits for RC units and individuals. To achieve this goal, RC units and individuals must be offered doctrinally correct training scenarios and rigorous evaluations.

C-6. TEMPORARY TOUR OF ACTIVE DUTY PROGRAM

Temporary tour of active duty (TTAD) is voluntary active duty performed by Army Reserve soldiers in support of the AC. The objective of the TTAD program is to use a soldier’s primary duty skill to accomplish a specific AC mission.

a. The ODCSOPS is responsible for managing the (TTAD) Program. The Senior USAR Adviser, USAREUR, will coordinate requirements, program execution, and recommended priorities. All requirements will be reviewed and prioritized by the Senior USAR Adviser, USAREUR, and the Chief, Operations Division, ODCSOPS, before submission to the Deputy Chief of Staff, Operations, USAREUR, for approval.

b. The TTAD program is not intended to accomplish Reserve Force missions, support special projects, or staff augmentation.

c. AR 135-210 provides information on requesting TTAD soldiers.

C-7. ACTIVE DUTY FOR TRAINING PROGRAM

The ADT Program allows RC soldiers to perform full-time duty in active military service. The purpose of ADT tours is to provide initial or sustainment training to RC soldiers.

a. ADT categories include professional development education (PDE), exercise participation, readiness training, and operational and mission support. ADT tour lengths are normally 30 to 90 days, but may be up to 139 days.

(1) Because of limited funding, most ADT performed concentrates on operational and mission-support activities to support the USAREUR METL. RC advisers concentrate limited resources on training programs that emphasize the staffing and operational skills of RC soldiers. These soldiers are integrated at all echelons of the command-and-control network in USAREUR. RC advisers usually fund for pay and allowances. The supported staff-agency funds for RC soldier transportation in-country costs.

(2) PDE for unit members is intensively managed by the United States Army Reserve Personnel Command (AR-PERSCOM) and 7th ARCOM for courses required for enlisted, officer, and warrant officer promotion. AR-PERSCOM centrally manages IMA and Individual Ready Reserve (IRR) soldiers with the supported command or agency. The Senior Army National Guard Adviser, USAREUR, and the Senior USAR Adviser, USAREUR, manage all other training (except for 7th ARCOM personnel).

b. Commanders will send requests for ADT, if required, to the Commander, USAREUR/7A, ATTN: AEAGC-RC, Unit 29351, APO AE 09014. AR 135-210 provides additional information on requesting ADT soldiers.

C-8. RC INDIVIDUAL SUPPORT OF JOINT CHIEFS OF STAFF, USEUCOM, AND USAREUR EXERCISES

The Senior USAR Adviser, USAREUR, and the Exercise Division, ODCSOPS, have established an integrated USAREUR-exercise augmentation program. This program provides a systematic process to properly fill USAREUR-exercise individual-support requirements.

a. AR-PERSCOM has authorized funding for selected USAR IRR, Individual Ready Reserve Action Authority (IRRAA), and IMA soldiers to participate in USAREUR exercises. This program focuses on major Joint Chiefs of Staff, USEUCOM, and USAREUR exercises that are repetitive to establish a systematic and enduring process.

b. Individual requirements must be sent to AR-PERSCOM by May of the training year before the year the exercise will be executed. Exercises that offer high-value training opportunities for USAR soldiers will receive priority for augmentation.

C-9. THE INDIVIDUAL READY RESERVE PROGRAM

The IRR Program provides another source of RC soldiers to perform training and operational missions in USAREUR. These soldiers are available to perform 12-day tours.

a. Evaluations (officer and noncommissioned officer evaluation reports) and the Army physical fitness test are required for IRR soldiers during their tour of duty. RC soldiers participating in the IRRAA Program (also known as the Ready Patriots Program) will receive a higher priority for training.

b. The IRRAA is a unique subcategory of the IRR and is composed of members who can be called to duty involuntarily during Presidential selective Reserve call-ups. AR-PERSCOM coordinates and funds the RC soldier's tour of duty on receipt of requirements. All requirements must be submitted to the Senior USAR Adviser at least 90 days before the tour start-date.

C-10. ACTIVE DUTY SPECIAL WORK (ADSW)

ADSW soldiers perform full-time active duty to support short-term, nonrecurring projects that are vital to the USAR or ARNG and for which qualified active Army, AGR, or DA civilian personnel are not available. The purpose of ADSW tours is to accomplish projects or work for the RC.

a. Although Reservists usually receive training benefits from these tours, these benefits are incidental to the primary purpose of accomplishing the work.

b. The ADSW program is the lowest priority for RC advisers and has the most-limited funding. AR 135-200 provides more information on the ADSW program.

APPENDIX D

COMBINED ARMS TRAINING STRATEGY OVERVIEW

D-1. GENERAL

The Combined Arms Training Strategy (CATS) is designed to help commanders plan training as described in Field Manual 25-101. The CATS links the commander's assessment of the unit mission-essential task list (METL) with the best means of training to correct assessed deficiencies.

a. The CATS recognizes that the reason for the Army's training mission is to develop and maintain proficiency in executing mission-essential tasks. The CATS emphasizes that combined-arms proficiency must be measured against a clear standard and that commanders must periodically train under rigorous, realistic conditions that challenge all aspects of unit operations. This training is needed so that the commander can assess the unit's readiness to execute its METL.

b. This appendix provides examples of CATS models and describes how to use CATS matrices for short-term planning. A user's guide at <ftp://ftp-dcst.monroe.army.mil/pubs/cats> provides information on short- and long-range planning and on how to update CATS prototypes to fit specific unit needs based on the unit training environment.

c. CATS matrices are available at <http://www-dcst.monroe.army.mil/wfxxi/cats.htm>.

D-2. EXAMPLE OF BATTALION-LEVEL CATS MODELS

Tables D-1 and D-2 are examples of armor battalion CATS models that may be followed for training. The electronic glossary defines abbreviations used in these tables.

Table D-1

Armor Battalion CATS Model (Initial and Simulation Training)

	Initial Training			Simulation Training					
	Battalion	Company	Platoon	Platoon	Battalion			Company	
Event	CPX, TEWT, seminar	Orders drill, TEWT, MAPEX	Orders drill, TEWT, MAPEX	STX	STAFFEX/ TOCEX	FCX	CFX	FCX	CFX
Training Location	Garrison	Garrison	Garrison	LTA	Garrison	Garrison	Garrison	Garrison	Garrison
Training Doctrine	ARTEP 71-2-MTP	ARTEP 71-1-MTP	ARTEP 17-237-10-MTP	ARTEP 17-237-10-MTP	ARTEP 71-2-MTP	ARTEP 71-2-MTP	ARTEP 71-2-MTP	ARTEP 71-1-MTP	ARTEP 71-1-MTP
BOS*	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	M, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2
DOTLM-S**	DTL	DTL	DTL	DTL-S	DTL	DTL	DTL	DTL	DTL
Frequency per year	4	12	12	2	12	2	2	2	2
Proficiency Gates	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks
OPTEMPO	0	0	0	0	0	0	0	0	0
Maneuver/Range Requirement	Warfighter simulations center	Warfighter simulations center, motor pool	Warfighter simulations center, motor pool	Warfighter simulations center	Warfighter simulations center	Warfighter simulations center	Warfighter simulations center	Warfighter simulations Center	Warfighter simulations Center
Environment	Constructive	Constructive	Constructive	Virtual	Constructive	Virtual	Virtual	Virtual	Virtual
Days	3	1	1	3	1	2	2	2	2
TADSS	Sand tables, rock drills, BBS	Sand tables, rock drills, BBS	Sand tables, rock drills, BBS	SIMNET/ CCTT	BBS, JCATS	SIMNET/ CCTT	SIMNET/ CCTT	SIMNET/ CCTT	SIMNET/ CCTT

*Battlefield operating systems: intelligence, maneuver, fire support, mobility/survivability/counter mobility, air defense, CSS, C2.

**DOTLM-S: doctrine, training, leadership, materiel, soldier.

Table D-2**Armor Battalion CATS Model (Field Training)**

Field Training										
	Company		Battalion				Platoon	Company	Battalion	
Event	FCX	CFX	LCX	MCX	FCX	CFX	FTX/ EXEVAL	FTX/ EXEVAL	DEPEX	FTX/ EXEVAL
Training Location	MTA	MTA	MTS	MTA	MTA	MTA	MTA	MTA	MTA	MTA
Training Doctrine	ARTEP 71-1-MTP	ARTEP 71-1-MTP	ARTEP 71-2-MTP	ARTEP 71-2-MTP	ARTEP 71-2-MTP	ARTEP 71-2-MTP	ARTEP 17-237-10-MTP	ARTEP 71-1-MTP	ARTEP 71-2-MTP	MTP
BOS	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	M, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2	I, M, FS, MSC, AD, CSS, C2
DOTLM-S	DTL	DTL	DTL	DTL	DTL	DTL	DTL-S	DTL-S	DTL-S	DTL-S
Frequency per year	2	2	2	2	2	2	3 FTXs, 1 EXEVAL	1 FTX, 1 EXEVAL	4	1 FTX, 1 EXEVAL
Proficiency Gates	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks	ARTEP standards on METL tasks
OPTEMPO	38	38	64	64	64	64	25	38	8	64
Maneuver/Range Requirement	Warfighter simulations center	Warfighter simulation center	TC 25-1/25-8	TC 25-1/25-8	TC 25-1/25-8	TC 25-1/25-8	TC 25-1/25-8	TC 25-1/25-8	TC 25-1/25-8	TC 25-1/25-8
Environment	Live	Live	Live	Live	Live	Live	Live	Live	Live	Live
Days	2	2	1	2	2	2	3	3	1	5
TADSS	TWGSS/ MILES, TSV	TWGSS/ MILES, TSV			TWGSS / MILES, TSV	TWGSS/ MILES, TSV	TWGSS/ MILES, TSV	TWGSS/ MILES, TSV	TWGSS/ MILES, TSV	TWGSS/ MILES, TSV

D-3. Implementing CATS

This section explains how commanders and unit trainers can apply CATS matrices to their training environment.

a. Introduction. CATS matrices helps commanders plan what training needs to be done, how often it should be done, who should participate, and the level of the participation. These matrices may be used to help coordinate training between supporting echelons and supported units. The example provided in table D-3 was derived from the user's guide published by the United States Army Training and Doctrine Command.

b. Required Items. The following items are needed to use the CATS:

- (1) Table D-3, which is an extract from a CATS matrix that explains some points in paragraph c(1) through (8) below.
- (2) Copies of the training guidance and training calendars from higher headquarters.
- (3) The latest assessment of the unit's performance.
- (4) The CATS matrices for the type of unit.

c. Using CATS Matrices for Short-Term Planning. Leaders using CATS matrices for short-term planning usually will have a METL or other list of critical tasks in which their unit must be proficient; these leaders need guidance on appropriate training methods. To use the CATS for unit-training management requires an understanding of the training strategy and its components. This strategy is organized by the functional area and echelon to be trained and has eight interactive components

expressed as columns in a matrix. The example in table D-3 is a matrix for one mission or task of a mechanized infantry battalion task force company/team. The columns provide the following information:

(1) Column One. Column one records the mission and supporting tasks requiring training. In the prototype strategies, the entries in column one include appropriate mission training plan (MTP) missions and tasks. Column one also provides the appropriate field manual (FM) and Army Training and Evaluation Program (ARTEP) references.

(2) Column Two. Column two shows the desired frequency of and interval between repetitions of tasks. Frequencies in CATS matrices were developed based on an average personnel turnover of about 8 percent each month. Commanders should consider personnel turnover and other factors when determining the desired frequency of training.

(a) For “attack enemy positions,” the matrix indicates training should take place every month.

(b) Commanders may need to conduct additional training to be sure that their unit is making adequate progress. Both the turnover rate and the rate of progress need to be considered when determining how frequently to train over the short term. The commander in this example (table D-3) believes that training once a month will be adequate.

(3) Column Three. Column three lists alternative training means (combinations of events and media (live or simulation)) that might be selected to train the mission or task. Commanders must select an appropriate means for each time they intend to conduct training on the task. Columns four through eight are characteristics of each means that must be considered in making these selections.

(a) The commander in this example will see that column 3 shows 12 training opportunities that CATS specifies for training the “attack enemy positions” task over the course of 1 year:

1. Two field training exercises (FTXs) (one that is part of a task force external evaluation (EXEVAL) and one that is a company or team EXEVAL in a task force FTX).

2. Two situational training exercises (STXs) (a list of three candidate STXs from the appropriate ARTEP is shown).

3. One combined arms live-fire exercise.

4. One STX using the Multiple Integrated Laser Engagement System (MILES).

NOTE: The actual TRADOC-published CATS prescribes the Precision Range Integrated Maneuver Exercise (PRIME) system as the means for this event. Since USAREUR has not fielded the PRIME system, the MILES has been substituted as a recommended alternative.

5. One fire-coordination exercise/command field exercise (FCX/CFX) conducted in the field.

NOTE: Commanders should consider incorporating a simulations-driven tactical exercise without troops (TEWT) before conducting an FTX, FCX, or CFX. Reviewing procedures in simulations can start units further up the learning curve before they go to the field and begin expending valuable resources.

6. One FCX/CFX conducted in a simulation network (SIMNET) close combat tactical trainer (CCTT).

7. Four exercises involving TEWT, map exercises, orders drill, or company seminar/demonstration methods using joint conflict and tactical simulation (JCATS) (TRADOC recommends JANUS, but USAREUR uses JCATS) or a sand table.

(b) The commander in this example must determine which means in (a)1 through 7 above is most appropriate to meet unit goals. If the commander is planning for 3 months, the commander could choose three of these means.

1. One or more of these events could already be planned on the unit calendar. For example, the battalion may have an FTX scheduled for the middle month. In this case, the commander should look for a training means to use in the first month that will ensure that the unit meets the gate requirements for that battalion or task force FTX.

2. The commander also should look for a training means to use in the month after the task force FTX to sustain unit proficiency. Columns four through eight provide information about each means that will contribute to making these selections.

(4) Column Four. Column four lists the estimated duration of each means (determined by the event more than by the medium). Commanders must ensure that there is time available, with the other requirements on units and personnel, to perform the means they select. If a specific facility is needed (for example, SIMNET), the commander must ensure that the facility is available.

(5) Column Five. Column five shows a means-quality rating that is related to the cost and realism of the event or medium (the user's guide <ftp://ftp-dcst.monroe.army.mil/pubs/cats> defines the A through D qualities).

(a) When choosing events and media, commanders must balance the resource costs of different training media against the needs for realism and repetition. Generally, as the unit becomes more proficient, the realism should increase. This provides for the consistently challenging training environment specified in FM 25-100.

(b) Realistic exercises provide a sound basis for making assessments of unit proficiency. However, safety concerns dictate that units with many new members (due to turnover) or that have been diverted from their normal training (for example, to conduct contingency operations) should not be exposed to very high levels of realism until they meet the prerequisite gates.

(c) The commander in this example may believe that the unit is ready for an STX in the month before the task force FTX. In the month after the task force FTX, the commander wants to sustain skills, but does not believe that a field exercise is required. The commander therefore plans to conduct an FCX/CFX in the SIMNET if the facility is available for this purpose.

(6) Column Six. Column six identifies the training unit or audience for the event. The information in this column is drawn from the appropriate MTP. The important consideration for commanders will be whether or not they feel the need to incorporate attached personnel and equipment into the training means. If so, the commander must coordinate with the appropriate leaders to ensure that these personnel will be available and that they meet prerequisite training gates. The format of the information in the matrix will help the commander coordinate with other commanders.

(7) Column Seven. Column seven provides prerequisite training (training gates) that should be reached by the members of the training audience before executing the means in column three.

(a) If the training audience has not reached the specified proficiency level, the means cannot achieve the quality indicated in column five. Safety considerations may not allow the training to be conducted if the proficiency gate is not met.

(b) The commander in this example does not expect problems with meeting proficiency gates (for example, not all of the supporting MTP tasks have been placed in the table).

(8) Column Eight. Column eight provides a place to record detailed comments on the purpose and desired outcome of each event along with other remarks or guidance.

(a) The sample matrix offers many comments about characteristics of the training means that determine the quality and about using specific simulations to support some events.

(b) The commander in this example may want to consult with personnel at the simulation center to update the information about the suitability of the simulation for the event to be conducted. For example, if the commander wants to stress the dismounted assault, the commander may need to conduct a CFX in the field rather than in the SIMNET.

Table D-3 CATS Task Template, Mechanized Infantry Battalion Task Force Company/Team							
1	2	3	4	5	6	7	8
Mission/Tasks	Frequency/ Interval	Means Event (Media)	Estimated Duration	Means Quality A-D	Training Unit Audience	Prerequisite Training Gates	Comments: Includes purpose of event, outcome supported, remarks about execution of the event, constraints posed by TADSS.
Attack Enemy Positions (Assault Mounted and Dismounted) (17-2-0326 and 17-2-0310). The situational context of Attack Enemy Positions (Assault Mounted and Dismounted) operations and related tasks is determined by the commander's METL assessment as discussed in FM 25-100. ARTEP 71-1-MTP tasks that may be included are 17-2-0310 and 17-2-0326 (reference: FM 71-1, pages 3-26 and 3-27).	12/monthly Events must include 2 FTXs and 2 STXs. Eight other events are selected from the means column.	2 FTXs 1 FTX (MILES done as part of TF EXEVAL). 1 FTX (MILES company/team EXEVAL done as part of TF FTX (FTX may include embedded STXs)).	5 hours Time based on tactical scenario. Includes time to plan, prepare, and execute training; AAR; and repeat execution phase as necessary. A battalion-level road march will be conducted as part of each FTX.	B	Full company/team with all systems (including FIST and any other attachments).	Subordinate Forces and leaders are assessed at "T" level in all supporting tasks: Company and attachments: 17-2-0328, 0306, 0311. Company/team commander/executive officer: 043312.03-0017; 01-1241.00-0008, 0014. Mechanized platoon: 7-3-1006; 7-3/4-1012. Mechanized battle drills: 1, 5, 6, 7, 9. Mechanized platoon leader: 04-3311.02-0001; 04-3312.02-0004. Mechanized platoon sergeant: 071-326-5502, 5910, 5911, 5912, 071-420-0005. Tank platoon: 17-3-0105, 0217, 0219, 0220. Tank platoon leader: 01-1241.00-0037, 01-1240.00-0030. Tank platoon sergeant: 071-326-5502; 171-091-1019.	Purpose: The purpose of the FTX is to confirm and enhance company/team proficiency for mission planning, preparation, and execution of the attack. Outcome: The company/team can successfully plan, prepare, and execute an attack under high-fidelity, simulated combat conditions. Remarks: This event is fully supported with appropriate resources (equipment, personnel, land, OPFOR, O/Cs). Troop-leading procedures, orders, rehearsals, and other readiness activities are embedded in the scenario. Operations are conducted continuously for the duration of the exercise (day/night) at a "run" pace. AARs are conducted at appropriate intervals.

		<p>2 STXs (field) (MILES) company/team-directed events with company/team or platoon focus. Scenario/tasks to be trained and determined by the commander.</p> <p>ARTEP 71-1-MTP recommends the following:</p> <p>STX D: Assault Enemy Object</p> <p>STX I: Conduct Raid</p> <p>STX G: Assault Enemy Position</p>	<p>4 hours</p> <p>Time based on tactical scenario. Includes time to plan, prepare, and execute training; AAR; and repeat the execution phase as necessary.</p>	B	<p>Full company/team with all systems (may include attachments)</p>	<p>Subordinate forces and leaders are assessed at “T” level in all supporting tasks:</p> <p>Company and attachments:</p> <p>Company/team commander/executive officer:</p> <p>Mechanized platoon:</p> <p>Mechanized battle drills:</p> <p>Mechanized platoon leader:</p> <p>Mechanized platoon sergeant:</p> <p>Tank platoon:</p> <p>Tank platoon leader:</p> <p>Tank platoon sergeant:</p>	<p>Purpose: The purpose of the FTX training is to sequentially link selected drills and tasks with a tactical scenario that replicates a tactical environment.</p> <p>Outcome: The company/team can successfully plan, prepare, and execute an attack in simulated combat conditions.</p> <p>Remarks:</p> <p>This event is fully supported with appropriate resources (equipment, personnel, ammunition, land, OPFOR, O/Cs).</p> <p>Troop-leading procedures, orders, rehearsals, and other readiness activities are embedded in the scenario. The training is conducted in a lanes-training environment and may require multiple iterations of each STX lane until the desired level of proficiency is reached.</p> <p>The capability to run multiple iterations reduces the time required for planning and preparing for tasks. For this reason, several lanes designed to train the same STX are necessary, as is the ability to modify conditions (for example, number of OPFOR, difficulty of obstacle) to accommodate team start-proficiency levels. AARs are conducted at appropriate intervals.</p>
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		CALFEX (TWGSS/PGS)	4 hours Time based on tactical scenario. Includes time to plan, prepare, and execute training; AAR; and repeat the execution phase as necessary.	B	Full company/team with all systems and attachments	<p>Subordinate forces and leaders are assessed at “T” level in all supporting tasks:</p> <p>Company and attachments:</p> <p>Company/team commander/executive officer:</p> <p>Mechanized platoon:</p> <p>Mechanized battle drills:</p> <p>Mechanized platoon leader:</p> <p>Mechanized platoon sergeant:</p> <p>Mechanized platoon sergeant:</p> <p>Tank platoon:</p> <p>Tank platoon leader:</p> <p>Tank platoon sergeant:</p>	<p>Purpose: The purpose of the CALFEX is to instill confidence and discipline in the integrated application of all organic and supporting weapon systems in an attack.</p> <p>Outcome: The company/team can successfully apply appropriate tactics, techniques, and procedures to command, control, and distribute effective fire in an attack.</p> <p>Remarks:</p> <p>This event is fully supported with appropriate resources (equipment, personnel, ammunition, land, O/Cs).</p> <p>Scenarios are developed by higher headquarters and include targets for all organic and supporting weapon systems. Selected external support such as CSS and range-control assets are necessary. Scenarios can be constructed in a mission of STX configuration and can be adjusted (for example, night, NBC) according to the level of difficulty. MILES/TWGSS/PGS is required.</p> <p>Troop-leading procedures, orders, rehearsals, and other readiness activities are embedded in the scenario. AARs are conducted at appropriate intervals.</p>
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		STX (MILES) FCX/CFX (Field) FCX/CFX (SIMNET/CCTT)	4 hours Time based on tactical scenario. Includes time to plan, prepare, and execute training; AAR; and repeat execution phase as necessary.	C/B (note)	Full company/team with all systems and attachments for STX. Attachments may be included for FCX/CFX.	Subordinate forces and leaders are assessed at “P” level in all supporting tasks: Company and attachments: Company/team commander/executive officer: Mechanized platoon: Mechanized battle drills: Mechanized platoon leader: Mechanized platoon sergeant: Mechanized platoon sergeant: Tank platoon: Tank platoon leader: Tank platoon sergeant:	Purpose: The purpose of this training is to increase the tactical proficiency of the mounted component of the company/team and provide the leadership an opportunity to exercise command and control over maneuver and fire while consuming minimum resources. Outcome: The mounted component of the company/team demonstrates satisfactory proficiency in the conduct of an attack on a synthetic battlefield. Remarks: For mechanized infantry company/teams, tactical simulations are partial trainers. These devices can provide valuable training for the mounted elements and associated command and control aspects, but they are not capable of exercising the dismounted components. Troop-leading procedures, orders, rehearsals, and other readiness activities are embedded in the scenario. AARs are conducted at appropriate intervals. The leader-training focus reduces the time required for planning and preparing tasks permitting multiple iterations of events. The use of a SIMNET/CCTT facility reduces OPTEMPO expenditures, real logistics requirements, real movement time, land requirements, and recovery time. O/Cs, an uncooperative OPFOR, cues and responses, and a formal evaluation feedback process (AAR) may be used for this event. If all these conditions are met, the event may be considered “B” quality. Limited SIMNET training-support packages enhance training utility. The FCX will require interaction with the battalion S3 and FSO; it may also require interaction with DS battalion S3 and FDC by the company FSO.
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		TEWT, MAPEX, orders drill, company seminar/demonstration (JCATS, sand table)	2 hours (per event)	D	All key personnel, limited vehicles in TEWT	<p>Subordinate forces and leaders review and understand performance of embedded and supporting tasks:</p> <p>Company and attachments:</p> <p>Company/team commander/executive officer:</p> <p>Mechanized platoon:</p> <p>Mechanized battle drills:</p> <p>Mechanized platoon leader:</p> <p>Mechanized platoon sergeant:</p> <p>Mechanized platoon sergeant:</p> <p>Tank platoon:</p> <p>Tank platoon leader:</p> <p>Tank platoon sergeant:</p>	<p>Purpose: The purpose is to provide the integrated tactical framework within which the company/team will operate in the field.</p> <p>Outcome: The company/team understands expected actions and is capable of executing them as a unified team in an operational environment.</p> <p>Remarks:</p> <p>This training helps company leaders to function as an effective team by exchanging information; preparing estimates; giving appraisals, recommendations, and decisions; preparing plans; issuing orders and coordinating their execution.</p> <p>JCATS company leadership replicates a battle from inside the computer complex. Although limited in scope, JCATS provides an opportunity for the company/team to integrate maneuver and fire, air defense artillery, aviation, and engineer support. The leader-training focus reduces the time required for planning and preparing tasks, permitting multiple iterations of the event.</p> <p>The use of the JCATS facility reduces OPTEMPO expenditures, real logistics requirements, real movement time, land requirements, and recovery time. SAFOR O/Cs are required to conduct JCATS training.</p> <p>A TEWT, similar to a MAPEX, allows the commander to train subordinate leaders and to analyze, plan, and present how they would conduct an operation on actual terrain. It can be used to analyze terrain, employ units, emplace weapons systems to best support the unit mission, prepare plans, and plan and place slice elements and combat trains. A TEWT requires limited vehicles and access to land.</p> <p>A sand-table exercise can be configured to look like the terrain on which operations are to take place and replicate the planning, preparation, and execution of operations similar to a MAPEX. Orders drills and company seminars cover pertinent information that the commander deems important and focuses on how the task is to be executed.</p>
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NOTE: MTP Tasks: Perform Assault Positions Activities (17-2-0328), Support by Fire (17-2-0306), Assault Enemy Position Dismounted (17-2-0310), Assault Enemy Position Mounted (17-2-0326), Perform Attack by Fire (17-2-0311), Perform Raid (17-2-0308), Employ Indirect Fire (Offense) (17-2-0401), Defend Against Air Attack (Active) (44-2-C002), and Process Enemy POWs (19-2-C004).

APPENDIX E

MANDATORY TRAINING AND CERTIFICATION

E-1. GENERAL

This appendix provides all training and training-certification requirements in USAREUR. Commanders must ensure that their units meet these requirements. The CG, USAREUR/7A, may change these requirements by publishing command policy letters or command training guidance.

a. If another UR prescribes a training or training-certification requirement that is not in this appendix, the requirement is not valid. Staff proponents for URs that prescribe training requirements will ensure that these requirements are reported to the Assistant Deputy Chief of Staff, Operations-Training, USAREUR, for incorporation into this appendix. Units will report any training requirements not listed in this appendix to the proponent of this regulation and the Directorate of Training, Headquarters, Seventh Army Training Command.

b. The tables and their sections are organized by proponenty in the following order:

- (1) Office of the Deputy Chief of Staff, Personnel (ODCSPER), HQ USAREUR/7A.
- (2) Office of the Deputy Chief of Staff, Intelligence (ODCSINT), HQ USAREUR/7A.
- (3) Office of the Deputy Chief of Staff, Operations (ODCSOPS), HQ USAREUR/7A.
- (4) Office of the Deputy Chief of Staff, Logistics (ODCSLOG), HQ USAREUR/7A.
- (5) Office of the Deputy Chief of Staff, Engineer (ODCSENGR), HQ USAREUR/7A.
- (6) Office of the Deputy Chief of Staff, Resource Management (ODCSRM), HQ USAREUR/7A.
- (7) Office of the Deputy Chief of Staff, Information Management (ODCSIM), HQ USAREUR/7A.
- (8) Office of the Chief, Public Affairs (OCPA), HQ USAREUR/7A.
- (9) The Surgeon General (TSG).
- (10) The Judge Advocate General (TJAG), HQDA/Office of the Judge Advocate (OJA), HQ USAREUR/7A.

c. The electronic glossary defines abbreviations used in the tables.

E-2. COMMON MILITARY TRAINING REQUIREMENTS

Table E-1 lists all training requirements for USAREUR units and soldiers. Commanders are responsible for determining training frequencies based on their mission-essential task list (METL) assessment and the assessment of unit strengths and weaknesses if no specific frequency is listed. Where specific frequencies are listed, these are the minimum training requirements.

Table E-1
USAREUR Consolidated Common Military Training Requirements

Subject	Frequency	Echelon	Reference	Requirement	Proponent
SAFETY					
Aircrew Coordination Training Sustainment	I	Duty	TC 1-210, UR 95-1	FAC 1 and FAC 2 aviators before RL 1.	ODCSPER
Army Continuing Education System (ACES)	O	Unit	AR 621-5	Int, R.	ODCSPER
Army Safety Program	O	Unit	AR 350-1, AR 385-10	Int, H.	ODCSPER
Explosives Safety Training	E	Duty/MOS	AR 385-64	Before handling explosives.	ODCSPER
Hazard Communication Training	E	Duty	UR 385-10	Before working with hazardous material.	ODCSPER
Hazardous Materials (-2) Certification Course (HAZ 12)	I	Duty	AR 55-4, UR 55-4		ODCSPER
Hazardous Materials Driver Training Course (HAZ 11)	I	Duty	UR 55-4	F. For drivers and assistants who drive vehicles with HAZMAT.	ODCSPER
Prevention of Motor Vehicle Accidents	O	Unit	AR 350-1, AR 385-55	Int, H. For military and civilian personnel, training will be given as soon as possible after entry into Government service and every 4 years thereafter as part of the license-renewal process.	ODCSPER
Radiation Safety Officer Training	I	Duty	AR 11-9		ODCSPER
Range Safety Officer/NCO Training	I	Duty	AR 385-63 and US 1, GTA SOP 1	Before operating ranges.	ODCSPER
Safety Officer/NCO Course (SOC 40)	O	Duty	AR 385-10, USAREUR Command Policy Letter 3	Within 90 days after appointment.	ODCSPER
Water Safety	A	Unit	AR 350-1, UR 385-2	Soldiers in organizations with overwater operations in their mission-essential task list will train according to TC 21-21 and UR 385-4.	ODCSPER
CONSIDERATION OF OTHERS TRAINING					
Alcohol and Drug Abuse Program	O	Unit	AR 350-1, AR 600-85	R. Regularly and within 60 days after initial inprocessing or initial employment with DA (civilians).	ODCSPER
Army Core Values	O	Unit	Memorandum, CSA, 21 July 2000, no subject (available at http://www.army.mil/ig/default.htm)	H.	ODCSPER
Army Policy on Homosexual Conduct	O	Unit	AR 600-20	Int.	ODCSPER

Subject	Frequency	Echelon	Reference	Requirement	Proponent
Benefits of an Honorable Discharge	I, O, E	Unit	AR 350-21	This training also will be given to enlisted personnel on entry into the service or within 60 days thereafter. It will be given again after-- a. Completion of 6 months service. b. The second Article 15 (company grade) or first field grade Article 15 in an enlistment. c. Any court-martial in which the soldier is not discharged (for example, first case of being found drug-abuse positive).	ODCSPER
Consideration of Others Training	A	Unit	UR 350-1	H, R.	ODCSPER
Equal Opportunity Training	S	Unit	AR 350-1, AR 600-20	Twice a year (note 1).	ODCSPER
Family Advocacy and Family Abuse Prevention Training	O, E	Unit	AR 350-1, AR 608-99, UR 608-2	Int, H. Commanders will periodically brief soldiers on their obligations. Soldiers also will be briefed, as required, on these obligations during mobilization training, while processing under the soldier readiness program, when preparing for overseas movement, and in conjunction with mobilization, deployment, and PCS.	ODCSPER
Leadership Training	E	Leader	AR 350-1, AR 600-100, UR 350-1	Int, at selected USAREUR schools, and during OPD and NCODP.	ODCSPER
Prevention of Sexual Harassment	S	Unit	AR 350-1, AR 600-20	Twice a year (note 1).	ODCSPER
Relationship Between Soldiers of Different Rank (Fraternization)	O	Unit	AR 600-20	R.	ODCSPER
Suicide Risk Awareness Training	O	Unit	AR 600-63	H, R. AR 600-63 provides specific requirements.	ODCSPER
FORCE PROTECTION/SECURITY					
Communications Security (COMSEC)	O	MOS/Duty	AR 380-40, TB 380-41, UR 380-40, UP 380-40	COMSEC custodians and alternates must take the Standardized COMSEC Custodian Course (INT 34) within 6 months after assignment.	ODCSINT
Counterterrorism and Terrorism Awareness	A	Unit	UR 525-13	Combined with level I AT/FP training.	ODCSINT
Foreign Travel	E	Duty	AR 380-5	Before traveling to select locations.	ODCSINT
Handling Classified Materials	A	MOS/Duty	AR 380-5	DOD personnel granted a security clearance will not be allowed access to classified information until they have received an initial security briefing and have signed an SF 312 (Classified Information Nondisclosure Agreement). Programs will be established to provide, at a minimum, annual security training for personnel having continued access to classified information.	ODCSINT
Opposing Forces	E	Unit	AR 350-1, AR 350-2		ODCSINT
REDTRAIN	O	MOS	AR 350-1, AR 350-3, UR 350-3	According to the unit commander program.	ODCSINT

Subject	Frequency	Echelon	Reference	Requirement	Proponent
SAEDA	A	Unit	AR 350-1, AR 381-12	May be combined with force-protection training.	ODCSINT
Force Protection	I, O	Unit	DODD 2000.12, AR 350-1, UR 525-13	H for high-risk personnel or billets and before performing FP security duties.	ODCSOPS
Operations Security	O	Unit	AR 350-1, AR 530-1	Int.	ODCSOPS
Information Assurance Training Program (Advanced Networking I and II)	I	Duty	UP 25-25	Required for information-technology-network system administrators of classified, command-and-control, or mission-critical systems.	ODCSIM
Information Assurance Training Program (Basic Networking I and II)	I	Duty	UP 25-25	Required for information-technology-network system administrators and information assurance managers and officers.	ODCSIM
USAREUR Computer-User Test	I	Duty	UP 25-25	Required for USAREUR users of Government-owned computers before they are issued a computer-user identification and password.	ODCSIM
COMMON/LEADER/SPECIALTY TRAINING					
Antifratricide Training	O	Unit	UR 350-1, CATC Training Package for Antifratricide	Int.	ODCSOPS
Arms Control and Treaty Verification Training	A	Duty	DA CFE OPLAN, UR 350-1	Annually for ASGs and USAREUR-level CFE-declared sites.	ODCSOPS
Chemical Surety	I, O	Duty	AR 50-6, AR 350-1	Int.	ODCSOPS
Civil Disturbance	O	Unit	AR 350-1	Int and before conducting a mission in a CD environment.	ODCSOPS
Code of Conduct/Survival, Evasion, Resistance, and Escape	A	Unit	AR 350-1		ODCSOPS
Combat Lifesaver Course	A	Duty	AR 350-1, DA Pam 40-19	Combat lifesavers must be recertified every 12 months at unit level.	ODCSOPS
Command Courses (ASG/BSB/AST Commander and CSM Course (ASG 67), Company Commander/1SG Course (CCFS 25), Rear Detachment Commander Course))	I	Duty	UR 350-1	The basic regulation, chapter 6, provides requirements for these courses.	ODCSOPS
Common Task Test (CTT) Training	A	Unit	AR 350-1, UR 350-1	Annually for AC and AGR soldiers in skill levels 1 through 4. Every 2 years for RC soldiers in skill levels 1 through 4.	ODCSOPS
Depleted Uranium Awareness Training	A	Unit	AR 350-1, UR 350-1	Annually for soldiers. Training on Common Task 031-503-1017 (Respond to Depleted Uranium/Low Level Radioactive Materials (DULLRAM) Hazards) is mandatory. USAREUR commands will report to the Operations and Plans Division, Directorate of Training, Headquarters, 7ATC, and the ODCSOPS, HQ USAREUR/7A, the total number of soldiers trained. Unit commanders will maintain a signed memorandum for record on individuals who receive depleted uranium awareness training (tier).	ODCSOPS

Subject	Frequency	Echelon	Reference	Requirement	Proponent
Driver Training	I, A	Duty	AR 600-55	Before licensing and sustainment training. Conducted at least annually (every 2 years for USAR and ARNG) for any driver with a valid OF 346 (US Government Motor Vehicle Operator's Identification Card). AR 600-55 provides information on remedial training, refresher training, NVD training, and other types of training.	ODCSOPS
Individual General and Individual Theater-Specific Task Training (For individuals and units deploying in support of the SFOR and KFOR missions. Training includes tasks such as mine awareness, rules of engagement, and media awareness. A complete list of required training is at http://opd.7atc.army.mil .)	E	Unit, Leader	UR 350-1	(note 2).	ODCSOPS
NBC Training	A	Unit	AR 350-1		ODCSOPS
Nonlethal Weapon Training	O	Unit	FM 90-40, UR 350-1	Before deploying to conduct a mission where NL capability is, or may be, required.	ODCSOPS
Risk Management	E	Leader	AR 385-10, FM 100-14	Int and before any exercise.	ODCSOPS
Weapons Qualifications	O	Unit	AR 350-1	Individuals and crews must meet the training readiness condition levels prescribed by DA Pam 350-38, DA Pam 350-39, and appropriate field manuals.	ODCSOPS
Hazardous Material Training	I	Duty	UR 55-4	Must be licensed and have at least 1 year left in country. Training is offered in residence at 7ATC and by MTT.	ODCSLOG
Mine and Demolitions Training	A	Unit	DA Pam 350-38	DA Pam 350-38 provides requirements for different types of units.	ODCSENGR
Management Control Process	O	Duty	AR 11-2		ODCSRM
PUBLIC AFFAIRS					
Public Affairs Program	O	Duty	AR 350-1, AR 360-81		OCPA
MEDICAL					
First Aid	A, E	Unit	AR 40-3, AR 350-1	As part of CTT (note 2).	TSG/OCS
Health Benefits Awareness	I, E	Unit	AR 40-3, AR 350-1	Before PCS.	TSG/OCS
Hearing Protection, Respiratory Protection, and PPE	O	Unit	AR 11-34, AR 40-5, AR 350-1		TSG/OCS
Heat and Cold Weather Training	A	Unit	AR 40-5, AR 350-1		TSG/OCS
LEGAL					
Law of War	A	Unit	AR 350-1		TJAG/OJA
Military Justice Course B	O	Duty	AR 27-10, AR 350-1	AR 27-10 provides details on requirements.	TJAG/OJA

Subject	Frequency	Echelon	Reference	Requirement	Proponent
<p>Frequency. Frequency codes define how often training is to be conducted: I = Initial. Done when a soldier enters a unit, activity, or agency, or when selected for a duty position. A = Annual. Training must be scheduled and conducted every year. S = Semiannual. Training must be scheduled and conducted twice every year. E = Event-driven. Training must be conducted before, during, or after a specified event. Other frequency. Training must be conducted with the frequency determined by the commander's assessment and personnel turnover.</p> <p>Echelon. The echelon is the target audience for the training: Duty = Training by duty assignment. Training conducted by selected personnel based on their duty. Leader = Leader training. MOS = Partial unit training driven by soldier MOS. Training for selected personnel based on soldier MOS. Unit = Complete unit. Training conducted for every unit, agency, and activity member.</p> <p>Requirement. Requirement codes provide commanders more information on the training requirement: F = Formal training conducted outside the unit. H = Highlight and awareness training. Does not assume training in schools, but does require command emphasis. Int = Training is to be integrated with other training. Not intended as standalone training events. Refresher training. Assumes trained to standard in schools, but requires occasional review to sustain training level for all soldiers.</p> <p>NOTES: 1. Leaders will conduct either EO or prevention of sexual harassment training each quarter (AR 600-20). Each must be conducted twice a year, but both will not be conducted in the same quarter. 2. This training is commonly referred to as individual replacement training and will be conducted according to this regulation, chapter 7, and the guidelines at http://opd.7atc.army.mil.</p>					

E-3. COMMON MILITARY TRAINING-CERTIFICATION REQUIREMENTS

Table E-2 lists all training-certification requirements for USAREUR units and soldiers.

Echelon	Position	Course Title	Reference	Proponent
ASG	Casualty Area Officer	1st PERSCOM Casualty Course	UR 600-10	ODCSPER
BSB	Casualty Notification Officer/NCO	1st PERSCOM Casualty Course	UR 600-10	ODCSPER
Bde	Brigade Safety Officer	Safety Officer/NCO Course (SOC 40)	AR 385-10, USAREUR Command Policy Letter 3	ODCSPER
Bn	Battalion Safety Officer	Safety Officer/NCO Course (SOC 40)	AR 385-10, USAREUR Command Policy Letter 3	ODCSPER
Bn	Hazardous Cargo Driver Training	Hazardous Materials Driver Training Course (HAZ 11)	UR 55-4	ODCSPER
Bn	Hazardous Material Adviser	HAZ XX (under development)	UR 55-4	ODCSPER
Bn	Postal Supervisor	Postal Supervisor Training	UR 600-8-3	ODCSPER
Bn	Rear Detachment Commander and Family Support Liaison	Rear Detachment Commanders and Family Support Liaison Course	UR 608-2	ODCSPER
Bn	Sponsorship Leader	(ACS conducts training for sponsorship leaders.)	AR 600-8-8	ODCSPER
Bn	Unit Postal Officer	Unit Postal Officer Training	UR 600-8-3	ODCSPER
Bn	Battalion Dangerous Goods Adviser	Dangerous Goods Safety Adviser	UR 55-4, German Dangerous Goods Commissioner Ordinance	ODCSPER/ ODCSLOG
Bn	Force Protection Officer	Level II AT/FP Training	UR 525-13	ODCSOPS
Bn	Master Fitness Trainer	Master Fitness Training Course (MFT 01)	UR 350-1	ODCSOPS
Bn	Battalion Maintenance TAMMS/PLL Clerk	ULLS-G Operations Course (LOG 76)	AR 710-2, DA Pam 738-750	ODCSLOG
Bn	Battalion Maintenance TMDE Coordinator	TMDE	AR 750-43 and US 1	ODCSLOG
Bn	Battalion Motor Officer	STAMIS Orientation Course (LOG 75)	DA Pam 738-750	ODCSLOG
Bn	Battalion Motor Sergeant	STAMIS Orientation Course (LOG 75)	DA Pam 738-750	ODCSLOG
Bn	Battalion Unit Movement NCO	Unit Movement Officer Course (UMO 151)	UR 55-26	ODCSLOG
Bn	Class 5 HAZMAT Driver	Hazardous Materials Driver Training Course (HAZ 11)	UR 55-4	ODCSLOG
Bn	Intermediate Command Unit Movement Officer	Unit Movement Officer Course (UMO 151)	UR 55-26	ODCSLOG
Co	CFC Coordinator	CFC Coordinator Training	UR 600-29	ODCSPER
Co	CFC Keyworker	CFC Keyworkers Training	UR 600-29	ODCSPER
Co	Company Safety NCO	Safety Officer/NCO Course (SOC 40)	AR 385-10, USAREUR Command Policy Letter 3	ODCSPER
Co	Equal Opportunity Leader	Equal Opportunity Leader Course (EOL 471)	AR 600-20, UR 600-21	ODCSPER
Co	Family Support Group Leader	Army Family Team Building Training	UR 608-2	ODCSPER
Co	Family Support Liaison	(Same training as for rear detachment commanders.)	UR 608-2	ODCSPER
Co	Military Sponsor	ACS Sponsorship Training	AR 600-8-8	ODCSPER
Co	Postal Clerk	Postal Clerks Training	UR 600-8-3	ODCSPER
Co	Unit Mail Clerk	Unit Mail Clerks Training	UR 600-8-3	ODCSPER
Co	Unit Postal Clerk (without ASI)	Postal ASI Training	UR 600-8-3	ODCSPER
Co	HAZMAT Vehicle Operator	Hazardous Materials Driver Training Course (HAZ 11)	UR 55-4	ODCSPER/ ODCSLOG
Co	Battalion Security Manager		AR 380-5	ODCSINT
Co	Terminal Area Security Officer		UR 380-19	ODCSINT
Co	Alternate Unit Movement Officer (SSG or above)	Unit Movement Officer Course (UMO 151)	UR 55-26	ODCSLOG

Echelon	Position	Course Title	Reference	Proponent
Co	Armorer	Small Arms Maintenance for Unit Armors Course (SAM 31)	AR 190-11, UR 190-6-11	ODCSLOG
Co	Assistant Armorer	Small Arms Maintenance for Unit Armors Course (SAM 31)	AR 190-11, UR 190-6-11	ODCSLOG
Co	Company AOAP Monitor	AOAP Training	AR 750-1 and US 1	ODCSLOG
Co	Company AOAP Monitor Assistant	AOAP Training	AR 750-1 and US 1	ODCSLOG
Co	Company Maintenance TAMMS/PLL Clerk	ULLS-G Operations Course (LOG 76)	DA Pam 738-750	ODCSLOG
Co	Company Maintenance TMDE Coordinator	TMDE Training	AR 750-43 and US 1	ODCSLOG
Co	Company Motor Officer	ULLS-G Operations Course (LOG 76)	DA Pam 738-750	ODCSLOG
Co	Company Motor Sergeant/Maintenance Shop	ULLS-G Operations Course (LOG 76)	DA Pam 738-750	ODCSLOG
Co	HAZMAT Cargo Certifier	Hazardous Materials (-2) Certification Course (HAZ 12)	TM 38-250, UR 55-4	ODCSLOG
Co	Supply Sergeant	Unit-Level Supply Course (LOG 73)	AR 710-2, DA Pam 710-2-1	ODCSLOG
Co	Tire Mounting, Demounting, and Inflation Personnel	Tire Maintenance and Training Course	AR 750-1 and US 1	ODCSLOG
Co	Tire, Track, and Roadwheel Classifier	Tire, Track, and Roadwheel Classification Course	AR 750-1 and US 1	ODCSLOG
Co	Unit Movement Officer (SSG or above)	Unit Movement Officer Course (UMO 151)	UR 55-26	ODCSLOG
Co	Force Protection Officer	AT/FP Level II Training	UR 525-13	ODCSOPS
Co	Unit Master Driver		AR 350-1	ODCSOPS
Ind	ARCIS Clerk	ARCIS Training	AR 600-8-6	ODCSPER
Ind	Postal Volunteer	Postal Volunteer Training	UR 600-8-3	ODCSPER
Ind	Summary Courts Officer (Casualty)	1st PERSCOM Casualty Course	UR 600-10	ODCSPER
Ind	Armed Guard	Certification	UR 525-13	ODCSOPS
Ind	Computer User	USAREUR Computer-User Test	UR 350-70	ODCSIM
Ind	Information Assurance Manager	Information Assurance Training Program (Basic Networking I and II)	UR 350-70	ODCSIM
Ind	Information Assurance Officer	Information Assurance Training Program (Basic Networking I and II)	UR 350-70	ODCSIM
Ind	System Administrator (all networks)	Information Assurance Training Program (Basic Networking I and II)	UR 350-70	ODCSIM
Ind	System Administrator (classified networks)	Information Assurance Training Program (Advanced Networking I and II)	UR 350-70	ODCSIM

GLOSSARY

ABBREVIATIONS

1st PERSCOM	1st Personnel Command
21st TSC	21st Theater Support Command
7ATC	Seventh Army Training Command
7th ARCOM	Seventh Army Reserve Command
AAR	after-action review
AC	active component
ACS	Army community service
ACES	Army Continuing Education System
ACSA	acquisition and cross-servicing agreement
ACTEDS	Army Civilian Training, Education, and Development System
ADA	air defense artillery
ADCSOPS-T	Assistant Deputy Chief of Staff, Operations-Training, USAREUR
ADR	European Agreement Concerning the Transportation of Hazardous Goods by Highway
ADSW	active duty for special work
ADT	active duty for training
AGR	Active Guard/Reserve
AH	attack helicopter
AIT	advanced individual training
ALSAC	air, land, sea application center
ANCOC	Advanced Noncommissioned Officer Course
AO	area of operations
AOAP	Army Oil Analysis Program
APFT	Army physical fitness test
AR	Army regulation
AR-PERSCOM	United States Army Reserve Personnel Command
ARCIS	Army Company Information System
ARNG	Army National Guard
ARTEP	Army Training and Evaluation Program
ASG	area support group
ASI	additional skill identifier
AST	area support team
AT/FP	antiterrorism/force protection
ATRRS	Army Training Requirements and Resources System
BASOPS	base operations
BBS	brigade/battalion battle simulation
BCT	brigade combat team
BCTP	Battle Command Training Program
BFTC	battle-focused training center
BICM	BCTP Intelligence Collection Model
BLTP	Brigade Leader Training Program
BNCOC	Basic Noncommissioned Officer Course
BOS	battlefield operating system
BSB	base support battalion
BT	Bradley table
BTA	Baumholder Training Area
C4I	command, control, communications, computers, and intelligence
CALFEX	combined arms live-fire exercise
CATC	Combined Arms Training Center
CBS	corps battle simulation
CCTT	close combat tactical trainer
CD-ROM	compact disk, read-only memory
CFC	Combined Federal Campaign
CFE	Conventional Forces, Europe
CFX	command field exercise

CG, USAREUR/7A	Commanding General, United States Army, Europe, and Seventh Army
CMTC	Combat Maneuver Training Center
CO2	Consideration of Others (Program)
COFT	conduct-of-fire trainer
CPF	central processing facility
CPX	command post exercise
C2	command and control
CS	combat support
CSA	Chief of Staff of the Army
CSM	command sergeant major
CSS	combat service support
CTT	common task test
DA	Department of the Army
DCG, USAREUR/7A	Deputy Commanding General, United States Army, Europe, and Seventh Army
DEXR	deploy, enhanced STX, EXEVAL, redeploy
DPC	USAREUR Deployment Processing Center
DOS	Directorate of Simulations, Seventh Army Training Command
DOTLM-S	doctrine, training, leadership, materiel, soldier
DS	direct support
EAC	echelon above corps
ECSM	Special Assistant for Security Matters, USEUCOM
EDRE	emergency deployment readiness exercise
EOA	equal opportunity adviser
EOL	equal opportunity leader
EST	engagement skills trainer
EXEVAL	external evaluation
FAC	flight activity category
FASCAM	family of scatterable mines
FC	field circular
FCX	fire-coordination exercise
FDC	Fire Direction Center
FIST	fire support team
FLIR	forward-looking infrared
FM	field manual
FMOD	German Federal Ministry of Defense
FSO	fire support officer
FTX	field training exercise
FY	fiscal year
GS	General Support
GTA	Grafenwöhr Training Area
HAZMAT	hazardous material
HIC	high-intensity conflict
HQDA	Headquarters, Department of the Army
HQ USAREUR/7A	Headquarters, United States Army, Europe, and Seventh Army
HS	home station
HST	home station training
HTA	Hohenfels Training Area
IC-UMO	intermediate command unit movement officer
IMA	individual mobilization augmentation
INTSUM	intelligence summary
IOD	International Operations Division, ODCSOPS, HQ USAREUR/7A
IRR	Individual Ready Reserve
IRRAA	Individual Ready Reserve Activation Authority
ITC	inprocessing training center
JCATS	joint conflict and tactical simulation
JCS	Joint Chiefs of Staff
JCTP	Joint Contact Team Program
JDLM	Joint Deployment and Logistics Model

JMETL	joint mission-essential task list
JTC	Joint Training Confederation
JTF	joint task force
JTLS	Joint Theater Level Simulation
KFOR	Kosovo Peacekeeping Force
LCX	live-fire coordination exercise
LTA	local training area
MACS	multiple arcade combat simulator
MAIT	maintenance assistance and instruction team
MAPEX	map exercise
MASH	mobile army surgical hospital
MCA	maneuver coordination area
MCX	movement coordination exercise
METL	mission-essential task list
MFT	master fitness trainer
MILES	Multiple Integrated Laser Engagement System
MOPP	mission-oriented protective posture
MOS	military occupational specialty
MRE	mission-rehearsal exercise
MTA	major training area
MTP	mission training plan
MTS	moving-target simulator
MTT	mobile training team
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NCO	noncommissioned officer
NCOA	noncommissioned officer academy
NCODP	noncommissioned officer development program
NL	nonlethal
NLW	nonlethal weapon
NSC	National Security Council
NVD	night vision device
NVG	night vision goggles
O/C	observer/controller
OCA	Office of the Chief, Public Affairs, HQ USAREUR/7A
ODCSNGR	Office of the Deputy Chief of Staff, Engineer, HQ USAREUR/7A
ODCSIM	Office of the Deputy Chief of Staff, Information Management
ODCSINT	Office of the Deputy Chief of Staff, Intelligence, HQ USAREUR/7A
ODCSLOG	Office of the Deputy Chief of Staff, Logistics, HQ USAREUR/7A
ODCSOPS	Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A
ODCSPER	Office of the Deputy Chief of Staff, Personnel, HQ USAREUR/7A
ODCSRSM	Office of the Deputy Chief of Staff, Resource Management, HQ USAREUR/7A
ODT	overseas deployment training
OJA	Office of the Judge Advocate, HQ USAREUR/7A
OOTW	operations other than war
OPD	officer professional development
OPFOR	operation force
OPLAN	operation plan
OPTEMPO	operating tempo
OSHA	Occupational Safety and Health Administration
OSUT	one-station unit training
PCOFT	Patriot Conduct-of-Fire Trainer
PCS	permanent change of station
PDE	professional development education
PfP	Partnership for Peace
PFP	physical fitness program
PGS	Precision Gunnery System
PGT	platoon gunnery trainer

PLDC	Primary Leadership Development Course
PMCS	preventive maintenance checks and services
POC	point of contact
POR	preparation for overseas replacement
PPE	personal protective equipment
PRIME	Precision Range Integrated Maneuver Exercise (system)
PT	physical training
QTB	quarterly training briefing
RC	Reserve Component
REDTRAIN	Readiness Training (Program)
ROE	rules of engagement
RPOD	real-property obligation document
RSOI	reception, staging, onward movement, and integration
S3	operations and training officer
SACO	staff action control officer
SAEDA	Subversion and Espionage Directed Against the U.S. Army
SAFOR	semiautomated forces
SALUTE	size, activity, location, unit, time, equipment
SF	standard form
SFOR	stabilization force
SIMNET	simulation network
SL	skill level
SMCT	Soldier's Manual of Common Tasks
SOF	special operations forces
SOFA	Status of Forces Agreement
SOP	standing operating procedure
SRP	soldier readiness program
STAFFEX	staff exercise
STC	senior tactical commander
STP	soldier training publication
STRAC	Standards in Training Commission
STX	situational training exercise
TACOM	United States Army Tank Automotive Command
TACSIM	tactical simulation
TADSS	training aids, devices, simulators, and simulations
TAM	training assessment model
TAMIS	Training Ammunition Management Information System
TAMMS/PLL	The Army Maintenance Management System/prescribed load list
TAMS	Training Ammunition Management System
TC	training circular
TDA	tables of distribution and allowances
TEWT	tactical exercise without troops
TF	task force
THREATCON	threat condition
TJAG	The Judge Advocate General, HQDA
TMDE	test, maintenance, and diagnostic equipment
TOC	tactical operations center
TOCEX	tactical operations center exercise
TRADOC	United States Army Training and Doctrine Command
TREDS	Training Exercise Development System
TSAE	Training Support Activity, Europe
TSC	training support center
TSG	The Surgeon General
TSP	training-support package
TSV	through sight video
TTAD	temporary tour of active duty
TTP	tactics, techniques, and procedures
TWGSS	Tank Weapons Gunnery Simulation System

UC	USAREUR circular
UCOFT	unit conduct-of-fire-trainer
ULLS-G	Unit-Level Logistics System--Ground
ULM	user-level maintenance
ULTP	USAREUR Leader Training Program
UMC	unit movement coordinator
UMO	unit movement officer
UP	USAREUR pamphlet
UR	USAREUR regulation
US	USAREUR supplement
USAR	United States Army Reserve
USASETAF	United States Army Southern European Task Force
USCINCEUR	United States Commander in Chief, Europe
USEUCOM	United States European Command
USR	unit status report
WPC	Warrior Preparation Center
WTA	Wildflecken Training Area

TERMS

certification gate

A task or objective that must be completed before moving on to the next task or objective.

combined arms live-fire exercise

High-cost, resource-intensive exercises in which player units move or maneuver and employ organic and supporting weapon systems using full-service ammunition with attendant integration of all combined-arms, combat-support, and combat-service support functions.

density

A prescribed type of unit-training period for a specific length of time at a designated location.

fire-coordination exercise

A medium-cost, reduced-scale exercise that can be conducted at company/team or battalion task-force level. The fire-coordination exercise is used to train company commanders in fire integration.

force-projection Army

Defined in Field Manual 100-5.

fratricide

The killing of friendly forces.

human-relations training

Instruction on a wide variety of topics to teach skills necessary to develop and maintain high-performance, cohesive teams, units, and communities. Human-relations training includes training that covers suicide prevention, alcohol and drug abuse, standards of conduct, homosexual policy, fraternization, rape prevention, sexual misconduct, prevention of sexual harassment, equal opportunity, extremism, and religious accommodation.

individual training

Training that officers, noncommissioned officers, and soldiers receive in units, at institutions, and through self-study and supervised, on-the-job training. This training prepares the individual to perform specified duties or tasks related to the assigned or next-higher specialty code or skill level and duty position.

joint conflict and tactical simulation (JCATS)

Computer-generated battle simulation used for battalion and company battle-focus and battle-synchronization training.

live-fire coordination exercise

An exercise to evaluate a company commander's ability to effectively integrate organic weapon systems and indirect and supporting fires. The fire coordination exercise is a gate to this exercise. Artillery units allocate live rounds for this exercise.

Commanders may consider integrating aviation and close-air support. Tank and Bradley main-gun rounds are not necessary for this exercise.

local and major training areas

Land facilities that offer the potential to support effective and efficient training and over which the U.S. Forces have substantial control.

low-density military occupational specialty

A military occupational specialty that has relatively few slots in units (for example, chaplain's assistant).

military exercises

A military maneuver or simulated wartime operation involving planning, preparation, and execution. Military exercises are carried out to train and evaluate units and personnel.

military training

The instruction of personnel to enhance their capacity to perform specific military functions and tasks, or the exercise of one or more military units conducted to enhance their combat readiness.

mission-essential task list

A compilation of collective mission-essential tasks that must be successfully performed if an organization is to accomplish its wartime mission.

model

A representation of some or all the properties of a device, system, or object.

multiechelon

Simultaneous conduct of different events by a unit or the accomplishment of different tasks by elements of the unit.

sustainment training

Individual and collective training conducted in unit or resident schools, units, and organizations to ensure continued expertise in the operation, maintenance, and employment of fielded systems or equipment.

tactical training

Troop training in every phase of combat operations (including marches, security, and offensive, defensive, and retrograde operations).